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USAID conducts social and behavior change activities to increase positive maternal and child health practices. Photo: JHCCP

COUNTRY DEVELOPMENT COOPERATION STRATEGY (CDCS)

AUGUST 11, 2020 – AUGUST 10, 2025

Approved for Public Release

ACRONYMS

AfDB	African Development Bank
APP	Agriculture Promotion Policy
BESDA	Better Education Service Delivery for All
BMO	Business Membership Organization
CDCS	Country Development Cooperation Strategy
CHAI	Clinton Health Access Initiative
CLA	Collaborating, Learning, and Adapting
CSO	Civil Society Organization
CVE	Countering Violent Extremism
DFC	Development Finance Corporation
DFID	United Kingdom's Department for International Development
DO	Development Objective
DRG	Democracy, Human Rights, and Governance
ECPN	Engaging Communities for Peace in Nigeria
EECSP	Election Empowerment for Civil Society Project
EU	European Union
E-WASH	Effective Water, Sanitation and Hygiene
EWER	Early Warning and Early Response
FBO	Faith-based Organization
FCT	Federal Capital Territory
FEWS NET	Famine Early Warning System Network
FSR	Financing Self-Reliance
FY	Financial Year
GAVI	Global Alliance for Vaccines and Immunization
GBV	Gender-based violence
GDP	Gross Domestic Product
GIZ	Gesellschaft für Internationale Zusammenarbeit
GON	Government of Nigeria
HART	Humanitarian Assistance Response Team
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	Information and Communication Technology
INEC	Independent National Electoral Commission
IR	Intermediate Result
ISIS	Islamic State of Iraq and Syria
J2SR	Journey to Self-Reliance
JICA	Japan International Cooperation Agency
LGA	Local Government Area
LGBT	Lesbian, Gay, Bisexual, Transgender
MEL	Monitoring, Evaluation, and Learning
MoU	Memorandum of Understanding
MTN	Mobile Telephone Network
NASS	National Assembly
NE	Northeastern
NGO	Non Governmental Organization
NPI	New Partnership Initiative
NPSP	Nigeria Power Sector Program
OGP	Open Government Partnership

OTI	Office of Transition Initiatives
PEPFAR	President's Emergency Program for AIDS Relief
PFM	Public Financial Management
PITA	Participation, Inclusion, Transparency and Accountability
PSDPG	Power Sector Development Partners Group
PSE	Private Sector Engagement
PWDs	People With Disabilities
RDR	Redefining our Relationship with Partner Governments
SHOAs	State House of Assemblies
SIFTAS	World Bank States Fiscal Transparency, Accountability and Sustainability
SpO	Special Objective
SUBEBs	State Universal Basic Education Boards
TB	Tuberculosis
TIP	Trafficking in Persons
UBEC	Nigeria's Universal Basic Education Commission
UHC	Universal Health Care
UN	United Nations
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
US	United States
USCIRF	The United States Commission on International Religious Freedom
USG	United States Government
WASH	Water, Sanitation and Hygiene
WPS	Women, Peace and Security

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I. EXECUTIVE SUMMARY

There is no better time than the present to reaffirm USAID's support for Nigeria. USAID recognizes the aspirations of the Nigerian people to build a more prosperous country, one founded on greater stability and transparent, responsive governance and one that provides access to essential services for all. USAID is inspired by the great opportunities that Nigeria has at hand to enable its dynamic private sector and nurture the talents of its diverse population. This 2020-2025 Country Development Cooperation Strategy (CDCS) outlines how USAID will support Nigeria on its Journey to Self-Reliance (J2SR) and make progress towards the ultimate objective of ending Nigeria's need for development assistance.

The goal of USAID's 2020-2025 CDCS is to support a healthier, more educated, prosperous, stable, and resilient Nigeria. USAID/Nigeria will make progress towards this goal through three Development Objectives (DO) and one Special Objective (SpO) that prioritize the core approaches needed to advance Nigeria's self-reliance. These objectives are: 1) broadened and inclusive economic growth; 2) a healthier, better educated population; 3) accountable, inclusive, and responsive governance strengthened; and 4) greater stability and early recovery advanced in targeted states. Each of these Objectives incorporates four cross-cutting strategic priorities - good governance, conflict sensitivity and mitigation, resilience, and inclusion - that serve as foundational principles for making lasting progress toward self-reliance.

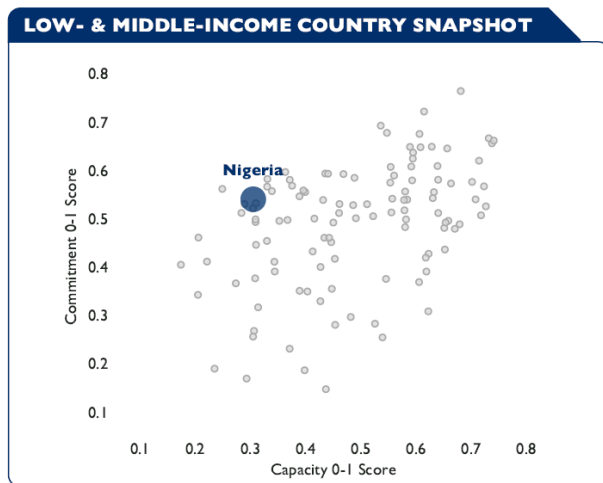
Through DO1, USAID will promote inclusive economic growth by reducing poverty, hunger and malnutrition; increasing access to energy; enhancing private sector contributions to inclusive growth; and improving water, sanitation and hygiene. This DO takes a multi-pronged approach including enhanced private sector engagement (PSE) and a new emphasis on water resources management and service provision.

Under DO2, USAID will advance both health and education outcomes in targeted states by addressing each at systems, access, and quality levels and by strengthening civic voice to hold government institutions accountable to their citizens. Health, the largest sector in USAID's portfolio will follow a variable geography, based on need and states' commitment. Education programming will concentrate on up to 17 states, including many across the north, where there will be renewed emphasis on equipping Nigerian education stakeholders with the policies, tools, and skills needed to implement effective education reforms. This DO presents one of the greatest opportunities for Redefining the Relationship with the Government of Nigeria (GON).

DO3 will build stronger democratic governance by strengthening conflict prevention, mitigation, early warning and early response efforts; improving civic voice and engagement; enhancing the credibility of elections; and increasing the accountability and effectiveness of public institutions.

The SpO will address conflict and instability in targeted states in Nigeria, which have an operating environment that is dramatically different from the rest of the country, requiring the USAID to take an approach that reflects an earlier stage of the humanitarian assistance-transition-development spectrum. Achieving stability in these states will be fundamental to the overall development of Nigeria and is interdependent with GON and donor community efforts to enhance public infrastructure and provide public security.

A. Journey to Self-Reliance - An Assessment of Commitment and Capacity



Nigeria's location in the upper-left hand quadrant of the self-reliance snapshot suggests a medium degree of commitment and relatively lower level of capacity. The FY 2020 Journey to Self-Reliance Country Roadmap for Nigeria reinforces the choice of the strategic priorities identified for this strategy.

Commitment: The Commitment dimension of the roadmap comprises seven metrics that gauge the degree to which Nigeria's policies, actions, and practices enable the country to solve its own development challenges. Nigeria's ranking in the three sub-dimensions is inconsistent, indicating a

need for USAID to adopt a new approach that ensures mutual accountability and commitment to sustainable results. The Open and Accountable Governance sub-dimension signals the need for renewed attention to transparency and accountability, with a lower-than-average ranking on Open Government. Despite the higher-than average Liberal Democracy ranking and Nigeria's history of a strong degree of expression and association, the level of impunity continues to rise. Civil liberties appear relatively strong and relatively consistently enforced. While the Inclusive Development sub-dimension indicates higher than average rankings on social group equality and the economic gender gap, the situation on the ground demonstrates a large degree of inequality faced by women in political, economic, and social spheres.

Capacity: Nigeria's low level of capacity on the country roadmap indicates a high level of need across sectors. If these same indices were available at the state level, a different picture would emerge. For example, many indicators perform poorly in the North, extremely poorly in the northeast, and better in the South. This regional variation is taken into consideration in this strategy. Government's challenges in delivering adequate services stems from the lack of transparency and perceived impunity that is prevalent in public institutions. Deficiencies in managing safety and security are exacerbated by the terrorist insurgencies in the country's Northeast. At six percent, Nigeria's tax-to-GDP ratio is one of the lowest in Africa.

This strategy was developed in early to mid-2020 as COVID-19 became a global pandemic and intensified its reach in Nigeria. While this is expected to lead to backsliding in overall development progress and advancement toward self-reliance, the crisis may also present an opportunity for Nigeria to demonstrate increased commitment to making the required fiscal and policy reforms that benefit more of the population. USAID will continue to monitor the impacts of COVID-19 in Nigeria and reassess its strategic approach, as needed, throughout the implementation of this CDCS.

B. Strategic Choices

USAID identified four cross-cutting strategic priorities for this strategy. They are shaped by and respond to key country context issues, GON priorities at the federal and state levels, U.S. foreign policy priorities, and national security considerations. Without attention to these foundational issues, investments in other areas run the risk of failing to produce sustainable impacts. Further description of

GON priorities are detailed in Section IV, while alignment with U.S. policies and priorities are described below.

Good governance

- *International Religious Freedom* - Religious freedom for all people worldwide is a foreign policy priority of the United States, and USAID will respect and vigorously promote this freedom. The United States Commission on International Religious Freedom (USCIRF) [2020 Annual Report](#) recommended that Nigeria be designated as a Country of Particular Concern for “engaging in or tolerating systematic, ongoing, and egregious violations of religious freedom, as defined by the International Religious Freedom Act.” The report also notes that “widespread security issues of intercommunal and militia violence, rampant kidnapping, and general criminality also negatively impacted religious freedom.” In December 2019, the State Department placed Nigeria on its Special Watch List, delineating it as a country that engages in or tolerates severe violations of religious freedom. Boko Haram (BH) and the Islamic State of Iraq and Syria (ISIS)-West Africa, which operate in northeast Nigeria, are designated Entities of Particular Concern, or non-state actors engaging in particularly severe violations of religious freedom. Frequent episodes of violence in Nigeria’s Middle Belt are seen by many as manifestations of religious and ethnic divisions. This strategy includes avenues to further strengthen the capacity of faith-based organizations to mitigate and advocate for policies that address concerns with religious freedom.
- *Fiscal Transparency* - Fiscal transparency is a critical element of effective public financial management, helps build market confidence, and underpins economic sustainability. Fiscal transparency fosters greater government accountability by providing a window into public budgets for citizens, helping citizens hold their leaders accountable, and facilitating better-informed public debate. Additionally, promoting financial transparency and enhancing anti-corruption initiatives are key to addressing conditions that may lead to atrocities. Although the 2020 Fiscal Transparency report notes that the GON did not meet the minimum requirements of fiscal transparency, it does highlight that Nigeria has made significant progress by including allocations to and earnings from its state-owned enterprises in its budget documents. Fiscal transparency will be incorporated into USAID’s good governance approach for this strategy through avenues such as the Open Government Partnership.
- *Trafficking in Persons (TIP)* - According to the U.S. State Department’s [2020 Trafficking in Persons Report](#), the GON does not fully meet the minimum standards for the elimination of trafficking. In 2019 the GON demonstrated greater effort than the previous reporting period and Nigeria was elevated from the Tier 2 Watchlist in 2018 to Tier 2. However, in 2019 the GON did not always provide trafficking victim protections to female and child trafficking victims allegedly associated with insurgencies and the government convicted fewer traffickers. Therefore, Nigeria was downgraded from Tier 2 to Tier 2 Watchlist in the 2020 report. To ensure continued dialogue to stimulate GON action to prevent any further backsliding, USAID programming under this strategy will have a new component on TIP.

Conflict sensitivity and conflict mitigation

- *Atrocities Prevention* - The 2017 U.S. National Security Strategy states that the United States “will hold perpetrators of genocide and mass atrocities accountable.” This is supported by the Elie Wiesel Genocide and Atrocities Prevention Act of 2018 (Public Law (P.L.) 115-441), which was passed to help prevent acts of genocide and other atrocity crimes, which threaten national and international security, by enhancing United States Government capacities to prevent, mitigate, and respond to such crises. Nigeria’s risk for atrocity is centered on several groups of perpetrators. At-risk civilian groups live primarily in the Northeast, Northwest and Middle Belt regions and comprise various religious and ethnic identities. Nigeria ranks 17th highest among 162 countries

for risk of new mass killings beginning in 2020. This strategy will continue to monitor and mitigate cases of conflict and impacts on civilians in target areas in the effort to prevent further escalation of violence and any atrocity risk factors.

- *Fragility* - According to the Global Fragility Act of 2019, it is the policy of the United States to seek to stabilize conflict-affected areas and prevent violence and fragility globally. Under this strategy, USAID will work with U.S. government interagency counterparts, the Nigerian government, and other development partners to reduce fragility and contribute to the stabilization of conflict-affected areas in Nigeria. This includes efforts to advance USAID's *Women, Peace and Security (WPS)* implementation priorities, which are mirrored in Nigeria's own WPS National Action Plan. USAID will continue to promote a gender-sensitive approach to peace and security in Nigeria, realizing women's participation enhances understanding of the differential impacts of conflict on women. This includes but is not limited to ensuring women's representation and meaningful participation in community-based peace structures and conflict prevention, protecting girls from exploitation and abuse, and seeking to increase women's political participation in order to increase gender equality in governance.

Resilience:

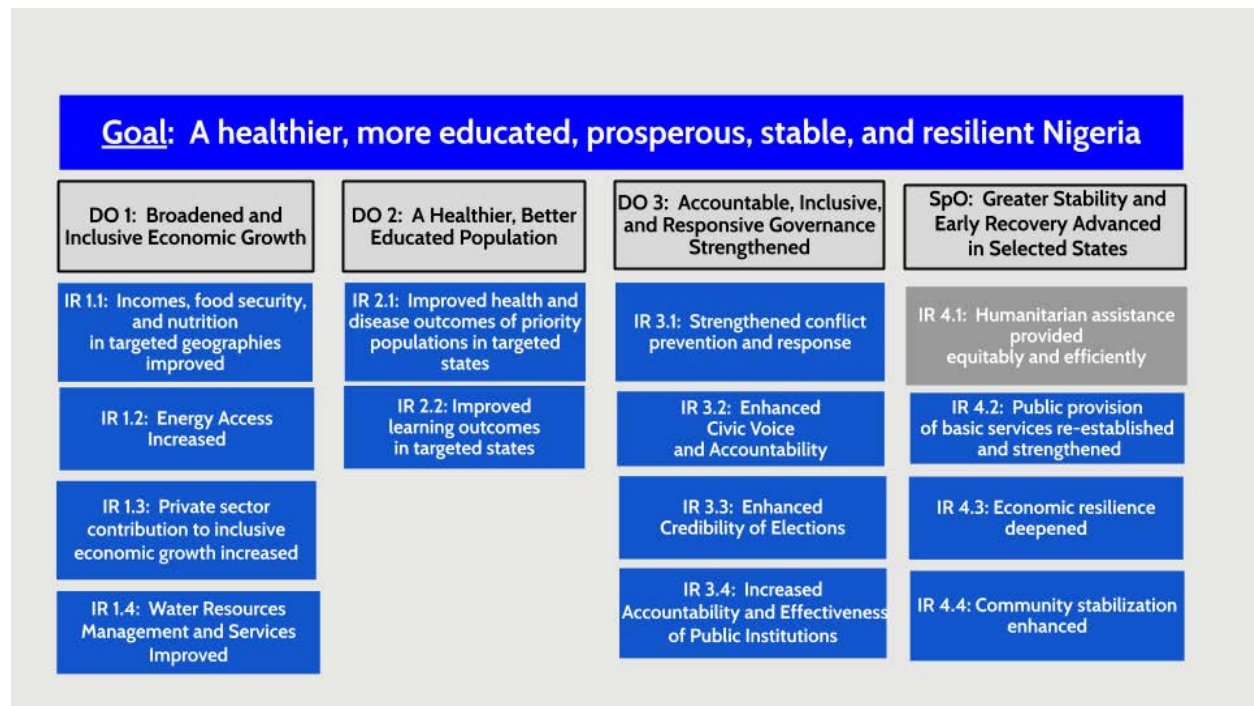
- Shocks and stresses are increasing in frequency and intensity around the globe. Climate and weather variability, population dynamics, local and global price shocks, illness and disease, political instability, and conflict are combining in complex ways that threaten the lives and livelihoods of people and erode hard fought development gains. This impacts the most marginalized populations more acutely due to social inequalities. The COVID-19 pandemic has led to government restrictions on interstate transportation, which further impairs the agricultural inputs supply chain, the availability of food in markets, and farmer incomes. Strengthening resilience requires recognition that shocks and stresses are perennial features of the development landscape, acknowledgement of the compound nature and complexity of shocks and stresses, and commitment by governments and development partners to bridge the divide between humanitarian and development assistance.
- The COVID-19 pandemic impacts vulnerable communities in unprecedented ways including on their health, and in lives lost. The government-ordered movement restrictions to prevent the spread of the virus strains household budgets, impairs access to agricultural inputs, impacts access to nutritious foods, and contributes to spikes in gender-based violence (GBV), including intimate partner violence and child, early, and forced marriage. There is a need to build capacities of vulnerable communities, including by adopting climate-smart and nutrition-sensitive agriculture, to pull through the pandemic and cope with similar shocks in the future.

Inclusion:

- In line with Pillar IV of the National Security Strategy, Advance American Influence, USAID will champion American values by empowering women, youth, religious minorities, and other marginalized people in its approach to inclusion under this strategy. Women's empowerment is a strong predictor of whether households can escape and remain out of poverty in the face of shocks and stresses. Equitable treatment of all citizens is an underlying requirement for stability across the country and, in particular, in conflict-affected states. By elevating inclusion, this CDCS prioritizes gender equality issues, needs, and approaches, including addressing GBV. Tailored approaches to inclusion are described in further detail in Sections II and IV.

Under the 2020-2025 CDCS, the sectors of USAID programming will remain largely consistent with the previous strategy due to Nigeria's importance to the United States and the breadth of development challenges facing Africa's biggest economy and largest population. To take advantage of the enormous

potential in Nigeria, USAID will adjust its implementation approaches within those sectors to accelerate progress toward a more self-reliant Nigeria. Progress on that journey to self-reliance requires new approaches to USAID’s portfolio. This strategy recognizes the inter-dependence of the various sectors in which USAID works and the fact that progress under one Objective may both benefit from and contribute to progress under another Objective. For example, broadening economic growth depends on the country’s ability to improve good governance and develop its human capital. Similarly, for Nigeria’s population to develop itself and contribute to the country’s growth and self-reliance, people need to have the safety, security, good governance, and economic means to create those opportunities in a gender-equitable, sustainable fashion. Success therefore requires that USAID be intentional about cross-sectoral collaboration, learning, and adapting. This approach is reflected in the Results Framework graphic below.



II. COUNTRY CONTEXT

Consistent with the FY 2020 Journey to Self-Reliance Country Roadmap for Nigeria, USAID identified five of the most salient contextual factors that impact the country’s progress toward self-reliance: governance, persistent insecurity and conflict, population pressures, resource constraints, and untapped private sector economic opportunity.

Governance: Nigeria’s key development challenge is one of governance. Nigeria has made important progress in sustained democratic rule over the past 20 years, and significant growth in the independence of the federal legislature and judiciary, despite regression following the 2019 elections. Nigeria’s low score on the Country Roadmap Open Government metric is reinforced by its poor Transparency International Corruption Index score and its declining Government Effectiveness Score as measured by the World Bank. Nigeria’s informal networks and structures are often as, if not more, important than formal institutions of the state and civil society. Key institutions, particularly the presidency and governors, are extremely powerful and play dominant roles in the nation’s political life, given their

control of the massive resources from Nigeria's oil economy. A complex interplay between formal state institutions and informal patronage networks defines Nigerian politics, and particularly plays out in critical fiscal matters.

The federal system of governance created an opportunity for the multi-ethnic and religious character of the country to remain unified. However the benefits of diversity and pluralism are tested by competition over increasingly scarce resources and poor governance. States have replicated federal elite structures and their dependence on the national oil wealth, with little generation of state revenue, limits incentives for improved autonomous governance. This fiscal dominance allows governors to wield enormous influence over local governments, state government agencies, the legislature, and the judiciary.

The two main political parties struggle to retain power, with many politicians resorting to use of force, clientelism, election rigging, and other tactics throughout the country, but particularly in their traditional party strongholds. Women and persons with disabilities are systematically excluded from public life and political leadership, and youth lack access and the economic resources needed to participate successfully in the political system. Gender discrimination is an entrenched norm. Women's access to justice to redress violations remains a challenge and is further hampered by barriers to domesticating and harmonizing relevant legislation due to the tripartite system of governance. Nigeria's vibrant civil society, consistent with the roadmap scores, anchors its democracy. However, recently, civil society and the media are threatened by potential restrictions against freedom of speech through a series of draft bills perceived as anti-democratic. In addition, the state of religious freedom in Nigeria is increasingly a concern, with the U.S. Secretary of State having placed Nigeria on a Special Watch List, delineating it as a country that engages in or tolerates severe violations of religious freedom.

Persistent Insecurity and Conflict: Nigeria is perpetually grappling with tensions rooted in ethnic and regional rivalry, criminality, and competition for scarce resources. There are terrorist insurgencies in the Northeast, kidnapping and armed robbery rings in the Northwest and southern regions, militant groups and criminal gangs in the South-South, and conflict between farmers and pastoralists over access to land in the North Central region. Drivers of conflict differ by geographic region and violence is often exacerbated by high levels of poverty, economic inequalities, and hardship. Some observers detect a growing religious and ethnic dimension to these conflicts and find the Government's responses to be weak. Conflict affects marginalized groups (women, children, religious minorities, and persons with disabilities) differently. Arguably, women and girls are most impacted, as indicated in the distribution of internally displaced persons, particularly in the Northeast, and more marginalized from political and conflict mitigation processes, as well as the weight of deepened levels of GBV. This is further compounded by increasing regional insecurity as a result of porous borders, arms trafficking, and intensifying violent extremism in the Sahel and Lake Chad Basin. Together, terrorist activity and rural violence have claimed over 40,000 lives since 2014 and displaced over two million people. The government has limited capacity to control conflicts or address its drivers, as demonstrated by the low score on the Safety and Security metric of the Government Effectiveness Sub-Dimension on the Country Roadmap. Nevertheless, USAID engages the government, civil society, religious leaders, and traditional rulers to actively counter or resolve the causes of violence at local levels, with many promising and successful community-based initiatives to prevent and mitigate increased violence, and promote peaceful coexistence. Interventions are guided by a recently completed conflict assessment. This strategy also includes efforts to counter trafficking in persons.

Demographic pressures: Nigeria has the largest population in Africa, estimated at more than 214 million people by mid 2020, including the most people living in extreme poverty in the world (about 85 million, or roughly 40 percent of its population). With a contraceptive prevalence rate of only 17 percent, just 38 percent of demand for family planning needs being met, and with women having little

decision-making power with respect to their sexual and reproductive rights, the total fertility rate per woman averages 5.3 children. Despite a low life expectancy of 55 years, the average annual population growth of 2.6 percent annually results in projections that the population will double to 400 million by 2050. This will increase demands on the country's social services systems, which, in turn, will become increasingly more important in a country with one of the youngest populations in the world. More than half the population is under the age of 18 and 64 percent are under the age of 25. Nigeria has an opportunity to realize a demographic dividend and its demographic wave, if accompanied by the right policies and investments, could triple per capita incomes in a generation. However, to take advantage of this opportunity, its working-age population will need a quality education, decent employment, and good health, including access to sexual and reproductive health services and adequate nutrition. Achieving these prerequisites will be a challenge for a country with a 55 percent rate of youth unemployment or underemployment, 13 million out of school children, and poor quality of primary education that impedes child development and future workforce productivity. Nigeria has the highest number of child brides, estimated at 22 million and accounting for 40 percent of all child brides in the region. Although Nigeria's Constitution bans child marriages, it protects religious freedom, recognizing sharia law under which "an individual reaches adulthood at puberty and can be contracted into marriage." Child marriage is particularly common among Nigeria's poorest rural households, especially in Northern Nigeria. Once married, 12.2 percent of girls aged 15 to 19 do not have their contraception needs met, leading to early and teenage pregnancy. Other harmful practices are prevalent in Nigeria, with 20 percent of women aged 15 to 49 having undergone female genital mutilation. The well-below-average ranking on the Citizen Capacity dimension of the Country Roadmap punctuates these challenges.

Proper implementation of Nigeria's encouraging new National Youth Policy, combined with promising youth-led and youth-serving organizations, has the potential to drive community-based and local level progress across sectors. However, youth unemployment, at 38 percent in the second quarter of 2018, could increase significantly as a result of COVID and the drop in oil prices. The loss of jobs, and loss of opportunity for the burgeoning youth population create a potential tinder box for social unrest. Even prior to COVID, experts noted that "Criminal activities such as armed robbery, kidnapping, political thuggery, militancy and other social vices found among the unemployed and jobless youths have contributed greatly to the slow pace of development in Nigeria." Further loss of jobs and constriction of the economy threaten to fuel increased criminal conduct and to exacerbate existing conflicts.

Resource Constraints: Nigeria has the largest economy in Africa. Considering demographic pressures, it is critical that Nigeria rapidly expand its economy in a fair and equitable manner to prevent increased instability. Despite the size of the economy, Nigeria has a very low level of domestic resource mobilization, with the lowest tax revenue as a percent of GDP in Sub-Saharan Africa and the second lowest in the world after Yemen. As Nigeria's GDP per capita is in the top 20 of Sub-Saharan African countries, even minor improvements in tax collection rates could substantially improve revenue intake. Additionally, as Nigeria moves towards cost reflective tariffs in power and water, this will reduce the level of subsidy that GON provides, freeing up needed resources for other endeavors. Given its reliance on oil exports and lack of trade diversity, scoring only 0.15 in trade sophistication in the Country Roadmap (87 percent of exports are fuel oil), Nigeria is particularly vulnerable to oil price variations and the current drop in oil prices threatens to reduce the federal revenue by as much as 50 percent.

The Roadmap's high score for the Biodiversity and Habitat Protection sub-dimension does not reflect the limited enforcement of protections for, and poor management of, Nigeria's abundant natural resources. Nigeria's Tropical Forest and Biodiversity Analysis states that "tropical forests and biodiversity are under extreme threat and in steep decline despite the country's abundance of natural

resources across a variety of ecosystems.” Competition for these same natural resources will continue to increase as the effects of climate change threaten their preservation. USAID/Nigeria’s climate risk assessment also notes that climate variability is already affecting Nigeria, including through rising temperature and increased flooding as a result of rainfall variability. The GON’s national climate policy notes that the impacts of climate change in Nigeria will not only undermine development gains but also increase vulnerability to risks and limit national adaptive capacity and resilience.

Untapped private sector economic opportunity: Positively, the Roadmap’s Business Environment sub-dimension score is high and Nigeria’s Ease of Doing Business score improved in 2019. Nigeria has a vast untapped pool of labor in the largest economy and market in Africa, which, together, represent vast potential for economic growth. There is an opportunity to become a dominant exporter and hub for the West Africa region and the broader continent. The GON’s focus on diversifying the economy and increasing agricultural production combined with the amount of unused arable land also provides ample opportunity for growth. Yet multiple constraints to doing business remain. Many entrepreneurs, especially women, youth, and small business owners, experience difficulty in starting and operating a business due to the lack of access to finance and unreliable power supply. Domestic credit to the private sector is 11 percent of the GDP, which is far below the lower middle income country average of about 30 percent. Positively, there is a real opportunity to leverage the country’s vibrant private sector and financial sector to build upon potential economies of scale associated with its large population. This creates an opportunity to advance the Joint Regional Strategy’s goal of increasing mutually beneficial economic growth, trade, and investment. Areas of strength include the significant presence of U.S. firms and USG agencies in Nigeria compared to other African nations, as well as leveraging the International Development Finance Corporation as a new approach to facilitating transparent and sustainable financing for infrastructure and other needs.

Private sector-led growth will become increasingly important with the expected decline in overall oil-dependent government revenues resulting from the COVID-19 pandemic and fall in global oil prices. With this decline accentuating the burden of external debt, it could hamper the GON’s ability to finance its own self-reliance. As the Country Roadmap clearly indicates, with a very low GDP per capita and a high poverty rate, economic growth is a major challenge for the achievement of self-reliance and presents an increasing challenge for reaching Sustainable Development Goal 1 of ending extreme poverty. Globally, the COVID-19 crisis risks reversing decades of progress in the fight against poverty, and the economic fallout from the global pandemic is expected to lead Sub-Saharan Africa into its first recession in 25 years, with growth forecast between -2.1 and -5.1% in 2020 from a modest 2.4% in 2019 and a situation in which poverty has increased globally for the first time since 1990. Nigeria’s economic growth rate was below its population growth rate prior to COVID and the pandemic will only exacerbate the problem. Nigeria’s economy is expected to contract by 3.5% in 2020 and oil revenues will fall by more than \$26 billion. As the largest recipient of remittances in the region, an estimated amount of \$23.8 billion received in 2019 provided an economic lifeline to poor households. The projected drop in remittances in 2020 due to COVID-19 and plummeting incomes for migrant workers will increase poverty and reduce households’ access to much-needed services.

Partner Government Priorities

In 2019, President Buhari was re-elected. The three priorities from his first term--security, economy, transparency/anti-corruption--continued to align with the 11-point agenda from his second and current term in office. USAID’s Development Objectives for the 2020-2025 CDCS include increased attention to security and a focus on multiple foundational economic issues, such as agriculture and food security, financial inclusion, and energy supply. The GON has demonstrated renewed interest in human capital development and social inclusion, including through the establishment of a Basic Health Care Provision

Fund. These address some of the main weaknesses in the Citizen Capacity sub-dimensions of the country roadmap: Economic Gender Gap, Poverty Rate, Education Quality, and Child Health. While federal priorities are a major consideration, USAID also recognizes the federated nature of Nigeria and the importance of state-level priorities. After presidential and gubernatorial elections in 2019, USAID conducted consultations with new and re-elected federal and state-level leaders to share information about USAID's emphasis on self-reliance, which creates new opportunities for incentivizing the necessary commitments to build local capacity.

Nigeria's Self-Reliance Country Roadmap

Commitment: The Commitment dimension of the roadmap comprises seven metrics that gauge the degree to which Nigeria's policies, actions, and practices enable the country to solve its own development challenges. Nigeria's ranking in the three sub-dimensions is inconsistent. The rankings consider laws passed, but do not adequately account for weak implementation of those laws. Nor do the rankings consider how corruption evidences lack of real commitment. USAID will pursue new approaches that ensure mutual accountability and increased host country commitment to sustainable results.

Capacity: Nigeria's low level of capacity on the country roadmap indicates a high level of need across sectors, as described throughout the five salient contextual factors above. If these same indices were available at the state level, a different picture might emerge. For example, many indicators perform poorly in the North and better in the South where incomes and education are much better, and extremely poorly in the conflict-affected Northeast. This regional variation in capacity is taken into consideration in this strategy.

Transition planning: USAID promotes transformational change that helps countries move away from dependence and toward self-reliance. However, Nigeria is not expected to become fully self-reliant in planning, financing, and implementing its development solutions by 2025. As USAID partners to increase local commitment and capacity rather than to create dependency, this strategy will focus on complementary elements of a longer-term self-reliance trajectory - promoting reforms and providing incentives for increased country commitment, while also supporting investments in building local capacity. If progress is made on economic growth and the country improves governance of its resources, over the long term it will decrease the need for donor investments in the foundational aspects of development, such as health and education. This strategy was developed in early to mid-2020 as COVID-19 became a global pandemic and intensified its reach in Nigeria. While initial planning assumed that USAID's partnerships would evolve over the period of this strategy, changing circumstances resulting from the pandemic and declining oil revenues will most certainly impact these assumptions. Already, Nigeria has agreed to undertake significant macroeconomic and fiscal reforms. In coordination with the Government of Nigeria, donors, and other local stakeholders, USAID will monitor the situation closely.

III. STRATEGIC APPROACH

USAID's goal for the FY 2020-2025 CDCS is to support a healthier, more educated, prosperous, stable, and resilient Nigeria. Its three Development Objectives (DO) and one Special Objective (SpO) focus on increasing Nigeria's self-reliance by 1) building inclusive economic growth, 2) improving health and education services for Nigerians, 3) strengthening good governance, 4) decreasing conflict and instability, and 5) addressing challenges across the humanitarian- development-peace continuum. The strategic approach is guided by U.S. foreign policy priorities, national security considerations, USAID's Journey to Self-Reliance agenda, and USAID's comparative advantages. It aligns with Nigerian priorities, considers

investments of other donors, and builds on opportunities to strengthen local commitment and capacity. Four cross-cutting strategic priorities underpin the approach outlined in this strategy: good governance, conflict mitigation and sensitivity, resilience, and inclusion.

Good governance: Good governance is a cross-cutting priority that USAID/Nigeria recognizes as critical for the country's journey to self-reliance. This is because, ultimately, the functionality of every country rests heavily on its democratic principles, including citizen's ability to participate in and monitor the resolution of local governance issues, be it in conflict mitigation or ensuring the delivery of services. This is especially critical for the GoN because Nigerian officials wield enormous influence on public institutions, which are mandated to deliver services. As such, we intend to partner with the Government and people of Nigeria to advance good governance through stand-alone and integrated programming across all sectors of the portfolio. USAID will build the capacity of civil society organizations (CSOs) to advocate for the use of democratic norms that embrace citizen-responsive governance in the development of laws and regulations. USAID will foster women's representation and meaningful participation in community-based peace architectures and conflict prevention, and endeavor to increase women's political participation. Additionally, environmental governance and sustainable resource use are critical for the country's journey to self-reliance. Improved governance of Nigeria's natural resources could contribute to the country's food security, nutrition, and livelihoods. The emphasis on good governance throughout this strategy will reap dividends for USAID's other strategic priorities outlined in this section and will be integrated into each of the strategy's DOs and SpO described in Section IV.

Conflict sensitivity and conflict mitigation: In Nigeria, fragility, conflict, and violence remain major impediments to establishing long-term stability and self-reliance. The recent kidnapping and armed robbery rings in the Northwest and southern regions and the prevalence of conflicts between farmers and herders, frequently rooted in religious or ethnic divisions, exacerbate instability, adding to the protracted, 10-year BH and ISIS-West Africa insurgencies in the Northeast. The undeterred actions of malign actors has the potential to diminish development gains. Establishing security is beyond USAID's manageable interest, but USAID will use its expertise and comparative advantage to engage in focused conflict prevention and mitigation efforts to complement efforts of the GON, other development partners' and U.S. government stabilization and strategic prevention activities. Given the high levels of conflict and violence across the many sub-regions in Nigeria, and conflict's ability to undermine the effectiveness of other development interventions, USAID will elevate conflict early warning and early response, mitigation and sensitivity as a strategic priority under this strategy, supporting Nigeria's own initiatives in addressing them. Using best practices and lessons learned from past programming, USAID will amplify its engagement in efforts to prevent and mitigate conflict. Additionally, broader development programming will take conflict-sensitive approaches and incorporate Do-No-Harm principles across all sectors. Through incorporating this priority across its Objectives, USAID will continue to create opportunities for the meaningful participation of women, youth, and faith-based organizations to advance religious freedom and tolerance, and to prevent and mitigate conflicts, including mitigating risks for mass atrocities. The prioritization of conflict sensitivity and mitigation is consistent with and in support of the Global Fragility Act of 2019, the [U.S. Strategy on Women, Peace, and Security](#), [State-USAID Joint Strategy on Countering Violent Extremism](#), and the [Strategy to Support Women and Girls at Risk from Violent Extremism](#).

Resilience: Evidence shows that investing in building resilience is more cost-effective than providing humanitarian assistance. While USAID remains committed to its global mandate of providing humanitarian assistance to save lives, an increased emphasis on building resilience will contribute to Nigeria's ability to overcome future shocks in an effort to prevent recurrent humanitarian crises. In

Nigeria, crises, shocks, and stresses have become a perennial occurrence. For example, COVID-19 will likely create a food security crisis in Nigeria. As the naira's value falls, it will become increasingly difficult for Nigeria to import sufficient food to offset the anticipated short falls due to a disrupted planting season. Nigeria is designated as a resilience focus country for USAID. Accordingly, USAID recognizes the importance of joint planning to promote early recovery and longer term transitions for communities recovering from conflict and crisis. Under this strategy, USAID will expand its existing approach of joint planning across its humanitarian and development activities to more deliberately align interventions. It will support multiple lines of effort across its Objectives to strengthen the absorptive capacity to reduce and manage risks, build peoples', communities', and systems' adaptive capacity, and facilitate inclusive economic growth to expand peoples' transformative capacity. This approach recognizes that there are differential needs for building resilience and leadership within different groups (e.g. women, girls, youth, other marginalized groups) and aligns with current Agency guidance on resilience: [Building Resilience to Recurrent Crisis - USAID Policy and Program Guidance](#).

Inclusion: USAID cannot achieve the other three other strategic priorities without incorporating inclusion as a core principle. Societies that are inclusive of their diverse populations are more likely to be democratic, participatory, and equitable. They are also more likely to meet their development goals. Nigeria will need to proactively advance equality, leadership, and support of women, youth, persons with disabilities, religious minorities and other marginalized populations to reach the country's full potential and achieve true self-reliance. USAID's approach in each Objective will support the goals of the Agency's [Gender Equality and Female Empowerment Policy](#), [U.S. Global Strategy to Empower Adolescent Girls, Youth in Development Policy](#), [USAID's Disability Policy Paper](#), and [LGBT Vision for Action](#), identifying sector-specific gaps, opportunities, and entry points for contributing to change that leads to greater inclusion in Nigeria.

What's Different?

Under this strategy, USAID will focus on efforts to expand the country's ability to finance its self-reliance, expand private sector engagement, redefine its relationship with the federal and state governments, and simultaneously incentivize commitment while building local capacity. USAID will pursue innovative approaches to partnerships and programming that address current realities and emerging issues. As USAID focuses on evolving its partnerships with government, civil society, the private sector, and other development partners, traditional approaches may be re-imagined. Some examples include:

- A more holistic private sector engagement (PSE) approach across the entire USAID portfolio. A Mission PSE Action Plan will guide deeper engagement with the private sector to leverage their strengths, for example, partnering with fast moving consumer goods firms and their distribution systems, and mobile network operators' telecom networks to reach distant audiences.
- A multi-sectoral approach to nutrition that coordinates development and humanitarian programming, which will optimize results by bridging siloed programming and strengthening accountability for nutrition investments across sectors in order to reduce the burden of malnutrition.
- A WASH program focused on fostering resilience in communities, with a greater emphasis on water resource management and service provision, instead of a primary focus on strengthening sector governance.
- Work in health and education across DO2 will have a greater focus on systems strengthening, capacity building, and Redefining the Relationship, as well as a greater focus on non-traditional partners.

- In the DG sector, subnational governance activities will focus more at the state level, rather than local level for public financial management assistance in targeted states, and with targeted ministries and the legislature at the federal level.
- Assistance to the Independent National Electoral Commission (INEC) will emphasize avenues to help INEC increase its credibility to the public and demonstrate greater transparency of electoral processes. USAID will also explore positioning CSOs to work with the private sector to fund parallel vote tabulation.
- A new Special Objective will further align USAID's humanitarian and development programs internally and with other partners, ensuring that USAID's work in the Northeast can address immediate humanitarian needs, early recovery, and longer-term development goals.
- Where opportunities exist, USAID will replace previous approaches of parallel funding for similar activities by scaling a co-funding model with other like-minded donors, such as DFID, in elections, health, and education in emergencies programming.

IV. RESULTS FRAMEWORK

GOAL: USAID will partner with the Nigerian government, civil society, and the private sector to advance toward the goal of *a healthier, more educated, prosperous, stable, and resilient Nigeria*. The goal focuses on increasing Nigeria's self-reliance by addressing challenges across the humanitarian-development-peace continuum. It addresses conflict, and instability to strengthen good governance, build inclusive economic growth, and deepen the relationship between citizens and the state. USAID/Nigeria will make progress towards this goal through three Development Objectives (DO) and one Special Objective (SpO) that prioritize the core approaches needed to advance Nigeria's self-reliance:

DO1: Broadened and inclusive economic growth

DO2: A healthier, better educated population

DO3: Accountable, inclusive, and responsive governance strengthened

SpO: Greater stability and early recovery advanced in targeted states

The results framework leverages USAID/Nigeria's comparative advantages, Nigeria's vibrant private sector, and demographic shifts to advance the country's stability and progress toward self-reliance. Though each DO may encompass somewhat different geographic foci, USAID intends to take a strategic approach to selecting states for implementation by targeting need and commitment to change. In some cases, the geographic focus is determined by Nigerian, USG or Agency-wide strategies. Strategic USAID investments in these sectors will strengthen Nigeria's capacity to plan, finance and implement development solutions that are sustainable, advance its self-reliance, and do not mortgage its future development potential and sovereignty.

Each DO takes into consideration the following cross-cutting strategic priorities that shaped this strategy:

- *Good governance*, with more emphasis on mutual accountability,
- *Conflict mitigation/sensitivity*, recognizing that conflict will be a part of the operating environment for the foreseeable future and must be considered in all programming,
- *Resilience*, and the ability of institutions and communities to respond to shocks, and
- *Inclusion*, with a particular focus on women and girls, youth, religious minorities and persons with disabilities, most of which will be measured at the sub-IR level.

Addressing security and governance challenges are foundational, cross-cutting priorities that are critical for achieving results across the CDCS. As part of Nigeria's journey to self-reliance and as supported by

the Mission’s assessment of Nigeria’s Country Roadmap, there is a strong need and opportunity to implement peace-building and conflict mitigation activities, and those that advance security and democratic governance, including efforts to increase women’s leadership in governance, peace-building, and security. As Nigeria works toward greater self-reliance, USAID will foster greater capacity of the economy and improved social inclusion in order to address many of the drivers of insecurity, and will strengthen citizen capacity, particularly in social sectors, notably water, sanitation and hygiene (WASH), health, and education.

Evidence Base

The full CDCS is informed by the following analyses: (1) Youth Assessment, (2) Gender Analysis, (3) Nigeria Conflict Mitigation Desk Study, (4) Democracy, Human Rights, and Governance Assessment, (5) Country Economic Review for Nigeria, (6) Tropical Forest & Biodiversity Assessment, (7) Climate Risk Screening/Analysis, and (8) the mid-course stocktaking of the 2015-2020 CDCS.

Development Objective 1: Broadened and Inclusive Economic Growth

Development Hypothesis: If USAID investments facilitate: a) improved incomes, food security, and nutrition in targeted geographies; b) increased access to energy; c) increased private sector contributions to inclusive growth; and d) improved water resource management and services, **then** there will be heightened resilience among targeted people, communities, and systems. This will contribute to the broadened and inclusive economic growth that is necessary for a more prosperous, self-reliant Nigeria.

While Nigeria has emerged as the largest economy in Africa, its growth has exacerbated inequality, with only limited benefits going to the poorest and other marginalized groups. DOI addresses key constraints to inclusive economic growth and resilience. This strategy recognizes that water, energy, and agriculture are all interconnected, layering and sequencing interventions when it makes sense. However, due to differences in resources, government engagement, and other factors, programs may be in different localities. Nigeria rightly views agriculture as a critical sector for the future of its economy, but agriculture’s potential cannot be fully released without improved water resource management and access to energy. DOI will help to alleviate the constraints to economic growth by increasing resilience, mitigating the impacts of climate shocks, and supporting regulatory reform - all of which are necessary to help Nigeria’s economy grow. DOI targets agriculture, water, and power in the geographies where USAID can have the most impact on those sectors, with some co-location, layering, and sequencing, as appropriate. In alignment with U.S. government and USAID sectoral priorities of Feed the Future, Power Africa, Prosper Africa, the Women’s Global Development and Prosperity Initiative, Women’s Entrepreneurship and Economic Empowerment Act, USAID’s Water Strategy, and Private Sector Engagement (PSE) Policy, DOI’s multi-pronged approach includes enhanced private sector engagement, a new emphasis on water resources management and service provision, and additional focus on nutrition outcomes in vulnerable populations.

Accelerating the Journey to Self-Reliance: Country Roadmap Analysis. DOI targets a wide range of the Country Roadmap’s sub-dimensions and metrics. For Capacity, these include: Government effectiveness, Poverty rate, and GDP per capita. For Commitment, DOI addresses the Economic gender gap, Business environment, Trade freedom, Export sophistication, and Habitat protection. By addressing

these core elements of the J2SR, it will build resilience and mitigate the effect of shocks while also strengthening the capacity of public institutions and engaging the private sector as a means to effect inclusive economic change.

Accelerating the Journey to Self-Reliance: Core J2SR Approaches.

- *PSE* - All DOI efforts will use PSE as a means to leverage the wealth and entrepreneurial spirit of Nigeria to build lasting prosperity. USAID actively consults with the private sector in implementing activities, for example, through quarterly fora with Feed the Future stakeholders. USAID will build on its successful history of leveraging private sector funding (gifted funds, in-kind contributions - technology and expertise - and capital from financial institutions) and continue to pursue new opportunities for PSE. IRI.3 directly targets the private sector by working to improve the regulatory environment, increase access to finance, and build entrepreneurial skills. IRs 1.1. and 1.2 will improve market systems in the agriculture and power sectors. Financing Self-Reliance (*FSR*) - DOI is focused on the private sector side of the FSR equation: functioning financial markets, enabling environment for private investment, developing the workforce, innovation, and investment. This will create an economy robust enough to finance its own development priorities. WASH and power IRs will also increase cost recovery and strengthen the GON's ability to manage resources, improve corporate governance, and increase tariff collection to create profitable Nigerian utilities.

DOI supports all four strategic priorities of this strategy:

- *Good governance*: DOI will strengthen governance structures, particularly in WASH and Power.
- *Resilience*: DOI supports the building blocks necessary for increasing resilience among targeted populations, communities, and systems. IRI.1 targets the resilience of individuals and households; IRI.2 directly targets the resilience of the power system, which links to productive use and the job creation necessary to lift people out of poverty; IRI.3 increases resilience through income and job creation as well as access to finance; and IRI.4 helps protect from climate shocks, such as flooding and droughts, improves water resource management and services, and protects from climate shocks.
- *Conflict Mitigation/Sensitivity*: Equitable economic growth and reduced poverty are associated with lower levels of violent conflict and may also reduce grievances that drive conflict. DOI's emphasis on increased resilience buffers shocks to income that are shown to increase the risk of conflict.
- *Inclusion*: DOI is structured around the concept of inclusive growth. It emphasizes women's and youths' livelihoods, focuses on improved nutrition outcomes for women and children, and recognizes that development challenges like GBV and child marriage are barriers to women's economic participation. To make headway on nutrition and food security, DOI will strengthen the role of women and youth in agriculture. It will also support women's leadership in corporate entities, (power, private sector, and WASH), which is strongly correlated with improved performance of entities in those sectors. The DO will promote formal and informal sector job opportunities for youth in agriculture downstream activities mostly in rural areas, including processing, transport, trading, and service provision.

Alignment with Nigerian Government Priorities: USAID's priorities align with many of the GON priorities, including its vision for growing Nigeria's agriculture sector, driving income growth, accelerating food and nutrition security, generating employment, and transforming Nigeria into a leading global food market with wealth for farmers. President Buhari has identified fighting corruption, increasing security, tackling unemployment, diversifying the economy, enhancing climate resilience, and boosting the living standards of Nigerians as main policy priorities--all of which will require a robust private sector to achieve.

Important developments include: President Buhari’s World Bank-supported Power Sector Recovery Plan that will set the insolvent electricity sector on a course for total cost recovery and sustainability, and President Buhari declaration that the country’s water supply crisis is a state of emergency.

Assumptions	Risks
<ul style="list-style-type: none"> • Continued good relations between USG and the government. • Broad-based stakeholder engagement, effective civil society engagement, and accountability mechanisms are necessary to monitor and advocate for reform. • Continuity of government with peaceful transitions of power. • Consistent government policies related to sustainable economic growth and development. • The COVID recession will be short and deep. Growth will resume by spring 2021. 	<ul style="list-style-type: none"> <input type="checkbox"/> Deepening of restrictive trade policies. <input type="checkbox"/> Poor macroeconomic management; increasing sovereign debt. <input type="checkbox"/> Social resistance to fuel and electricity price increases

Evidence Base
<p>In addition to the overarching CDCS analyses, the strategic approach for this DO and its IRs is based on the following evidence: (1) USAID’s Global Food Security Strategy for Nigeria, (2) World Bank Ease of Doing Business Report, (3) World Bank Enabling the Business of Agriculture Report, (4) World Bank Youth Employment in Sub-Saharan Africa Report, (5) World Bank’s Nigeria WASH Poverty Diagnostic, (6) Nigeria Rural Water, Sanitation and Hygiene Services: Access and Sustainability Report, (7) USAID/Nigeria’s E-WASH Financial Diagnostic and Credit Risk and Credit Worthiness Assessment reports, (8) 2018 Nigeria Demographic Health Survey, (9) USAID/Nigeria’s Private Sector Engagement Action Plan, (10) USAID’s Multi-Sectoral nutrition strategy, (11) Power Africa Political Economy Analysis, and (12) Power Africa’s Nigeria Power Sector Program (NPSP) conducted end-to-end assessments of the entire Nigeria Electricity Supply Industry value chain in 2019 that were vetted by the Power Sector Development Partners Group (PSDPG) and are the basis for NPSP interventions and development partner coordination.</p>

Intermediate Result 1.1 Incomes, food security, and nutrition in targeted geographies improved

The GON’s prioritization of agricultural development as a path toward increasing economic growth presents an opportunity for USAID to support transformative change in the country’s agriculture sector. This will improve nutritional rates and increase the sector’s contribution to GDP growth. Nigeria is already a net importer of food and the population is growing faster than improvements in agricultural productivity, which puts Nigeria at increasing risk of a severe food crisis. IRI.1 will address the challenges and obstacles holding back the agricultural, health, and nutrition sectors through inclusive, gender-sensitive, and sustainable agricultural-led economic growth, with a focus on developing strengthened resilience among people and systems through a systems approach that will deliver services to ensure a well-nourished population, especially among women and children. IR 1.1 contributes to Commitment and Capacity sub-dimensions and individual metrics of the J2SR. Under Commitment, it addresses Social Group Equality. Under Capacity, it addresses Poverty Rate, Child health, and GDP Per Capita metrics.

Links to Nigerian Government Policies: Multiple GON policies support this IR, including the National Gender Action Plan for the Agriculture Sector (2018), Agriculture Promotion Policy (APP), National Livestock Transformation Plan, Northeast Development Commission, Food and Nutrition policy, and Multisectoral national nutrition action plan. The Nigeria Agricultural Investment Plan is the GON's blueprint for returning Nigeria's agriculture to its once prominent role as an anchor of Africa's largest economy. USAID, with the consortium of development partners, will continue to pursue policy dialogue with the Federal Ministry of Agriculture as it looks to revise the current APP that has largely failed the agricultural sector. A policy brief that was developed and presented to the Agriculture Minister will inform the Ministry's new National Agricultural Technology and Innovation Plan (NATIP) that is currently under review in the Ministry.

Strategic Partners: USAID's efforts toward achieving this IR will include participation by many local actors, including federal, state and local government authorities, the private sector, academia, media, research institutes, and financial institutions. USAID will continue collaboration with other development actors and USAID's investments will leverage investment from other development partners.

IR 1.2: Energy access increased

Increasing access to reliable and affordable energy services will enhance economic productivity and profitability for Nigerian businesses currently suffering from an inadequate electricity supply. Similarly, improving energy access in unserved communities will lead to the creation and expansion of economic opportunities, and gender equitable and inclusive development for millions of rural Nigerians. USAID's unique ability to facilitate U.S. government interagency collaboration and convene other development partners to easily access and deploy much needed technical and financial assistance, helps to strengthen the commitment of Nigerian institutions to improve power sector service delivery. IR 1.2 contributes to the capacity and commitment sub-dimensions and individual metrics of the J2SR by spurring GDP per capita and increasing Government Effectiveness.

Links to Nigerian Government Policies: Nigeria's Power Sector Reform Program and the Nigerian Gas Master Plan are sound policies that address the sector's challenges. The GON has demonstrated commitment to implement these policies by investing billions of Naira in new and existing power sector projects, and increasing sector coordination. Power Africa will provide support to the GON to sustain implementation of these power sector reforms.

Strategic Partners: USAID's efforts toward achieving this IR will include the Presidency; Ministries of Power, Finance, Petroleum; the Nigerian Electricity Regulatory Commission, Transmission Company of Nigeria, Nigerian Electricity Bulk Trader; the Rural Electrification Agency; and the Central Bank of Nigeria. They also include multiple private sector entities, including financial institutions, Independent Power Producers, and electricity Distribution Companies. As co-chair of the Power Sector Development Partner Group (PSDPG) with the AfDB, USAID will continue collaboration with other development actors and partners.

IR 1.3 Private sector contribution to inclusive economic growth increased

The private sector plays a critical role in achieving broadened and inclusive economic growth in Nigeria. Nigeria has a vibrant information and communications technology sector, significant untapped potential in agriculture and agribusiness and a large number of highly skilled workers. The private sector provides 9 out of 10 jobs in developing countries and is a key driver of Nigeria's development. If the private sector is given access to capital and targeted technical assistance, then it is more able to thrive. Removing barriers and increasing access to economic resources, especially for women and other marginalized populations involved in the private sector, contributes to broadened economic

growth. USAID will work with private businesses so that as they grow, they are able to hire more women and youth. USAID technical assistance and financial guarantees support the private sector and will contribute to sustainable development of Nigeria. Improving the business enabling environment, supporting open borders for trade, and good governance are important areas in which USAID supports the private sector and Nigeria's journey to self reliance. IR 1.3 contributes to improving Capacity of the economy and Citizen capacity sub-dimensions of the Country Roadmap, as well as the Economic Policy metric.

Strategic Partners: USAID's efforts toward achieving this IR will include multiple local actors, including the Nigeria Economic Summit Group, the Private Sector Development Partners Group, and international private sector firms. USAID will continue collaboration with other development partners. USAID will also partner with the U.S. Development Finance Corporation (DFC) to finance solutions to the most critical challenges facing Nigeria including spurring financing for small businesses and women entrepreneurs.

IR 1.4: Water resource management and services improved

Nigeria has considerable water resources, with 215 cubic kilometers a year of available surface water. This is much higher than many African countries, particularly those in the southern and northern regions of the continent. However, due to poor management and governance of the water resources, only 19 percent of the population has access to safe drinking water. Although 67 percent of people have basic water supply, access is uneven. In cities, fewer than 10 percent have access to piped water on their premises. Pollution is a major cause of water scarcity in Nigeria. Women and children are disproportionately affected by a lack of access to WASH and shoulder the largest burden in water collection. Women and girls spend much of their time collecting and transporting water for their families. Under this IR, USAID seeks to improve the management of water resources to address the long term sustainability of water access and improve sanitation and hygiene. This will be achieved by 1) expanding availability of water and sanitation services, partially in order to reduce the burden of WASH on women and girls, 2) generating or protecting ecosystem services, 3) strengthening the governance of water resources through appropriate gender inclusive laws and policies that expand women's roles in water governance, and 4) increasing Nigeria's ability to manage its water resources. USAID's new approach to water resources management will help mitigate droughts and floods, while also providing linkages across the CDCS to improve public institutions and public service provision. IR 1.4 contributes to Capacity sub-dimensions and individual metrics of the J2SR. It addresses Government Capacity through work on Government Effectiveness. Under Commitment, it supports the Economic Policy sub-dimension through improvements to Biodiversity & Habitat Protections.

Links to Nigerian Government Policies: The Nigeria Water and Sanitation Strategy, under the National Economic Empowerment and Development Strategy, recognizes that water supply and sanitation are crucial for improving human development, health, education, urban and rural development, development of industry, and general economic development. USAID's approach is consistent with the GON's water supply and sanitation sub-sector priorities: urban areas, small towns, rural areas, and water resources management and sanitation.

Strategic Partners: USAID's efforts toward achieving this IR will involve many local actors, including: federal, state, and local government authorities; CSOs; and the private sector. USAID will continue collaboration with other development actors and partners for infrastructure development.

Development Objective 2: A healthier, better educated population

Development Hypothesis: In Nigeria, **if** the capacity of health and educational institutions and systems is increased; **if** access to equitable health and education services is increased; **if** the quality of health and education service provision is increased and improved; and **if** the government's commitment and capacity to mobilize more of its own resources is increased **then** Nigeria will become more self-sufficient and effective in its management of essential health and education services, which will contribute to a healthier, better educated population.

DO2 addresses U.S. priorities outlined the *Global Health Security Agenda*, *President's Emergency Plan for AIDS Relief*, *USAID's Multi-sectoral Nutrition Strategy*, *USAID's Vision for Health Systems Strengthening*, *USAID's Maternal Health Vision for Action*, *Acting on the Call: Focus on Journey to Self-Reliance for Preventing Child and Maternal Deaths*, *President's Malaria Initiative*, *the Tuberculosis (TB) Accelerator*, *US Global Strategy to Empower Adolescent Girls*, and *USAID's Education Policy*.

USAID will advance both health and education outcomes in targeted states by improving the capacity of education and health care services and systems to safeguard the health and well-being of the most vulnerable and in need in targeted states. DO2 will strengthen civic voice to hold government institutions accountable to their citizens. Health and education programs will operate in targeted states based on disease burden and literacy rates, unmet need, state-level commitment and available funds. Health programming will be concentrated in 30 states and the FCT; education programming will be directed to up to 17 states, including many across the north. USAID will renew its emphasis on helping to equip Nigerian health and education stakeholders with the policies, tools, and skills needed to implement effective reforms.

Poor health compromises the education of children and adolescents. A range of health problems, including diarrhea, respiratory illnesses, malaria, and other communicable diseases, can reduce school enrollment and retention and increase absenteeism, while hunger and anemia can impair cognition and learning. Gender-specific concerns, specifically child, early, and forced marriage's immediate and long-term effects on educational attainment and health, also play a significant role. TB affects men and women in their prime as well as children who are frequently wards of infected adults. Well-designed and gender-sensitive health interventions, such as preventing HIV and teen pregnancy, have the potential to increase school attendance among adolescent girls. DO2's approach reinforces how education, health, and gender intersect in a variety of ways. Schools can be used as places where health and gender equity can be strengthened; similarly, health and gender-sensitive interventions can be used to narrow gender gaps by promoting positive educational outcomes, especially for girls. Curriculums will be explored to address rights, decision-making processes, and social relations. Collectively, targeted interventions have a direct effect on increasing productivity, quality of life, household income and access to education and health services for women and children.

At the time of this CDCS's preparation, the COVID-19 pandemic and the precipitous drop in oil prices have interrupted education services and diverted resources from routine health services, including maternal and child health, HIV, and TB. Efforts to quickly restart economic activity may place both the public and health workers at greater risk, adding pressure to an already fragile and under-resourced health system and exacerbating economic conditions. Under this strategy, USAID will continue to explore ways to reposition the health portfolio to assist Nigeria in establishing resilient health systems with high quality community care to respond to future health emergencies as well as to prepare for post-pandemic recovery. Additional resources under the Global Health Security Agenda are expected to complement these efforts and build overall country capacity to predict, prevent, and respond to any

further outbreaks. Economic stress on families due to the pandemic has the potential to place women and children at greater risk of exploitation and abuse. Nigeria has experienced rising episodes of domestic violence since the COVID-19 outbreak and GBV in multiple forms (especially intimate partner violence, sexual exploitation, child marriage, and female genital mutilation/cutting (FGM/C) is expected to increase, leading USAID to amplify its existing efforts in targeted communities through social and behavior change programming.

DO2 seeks to improve the capacity of education and health care services and systems, increase the number of education and health access points, and enhance the quality and breadth of these services to safeguard the health and well-being of the most vulnerable and at need in targeted states. This DO works with targeted state governments to take more ownership and stewardship over their development. For reform efforts to be implemented successfully, the federal government will need to provide strong, aligned leadership and support to the states, including designing policies that are responsive to state needs, implementing effective capacity building programs, ensuring the necessary budgetary allocations, and providing overall guidance and oversight. While political will remains conducive to education and health investments, USAID recognizes that population and demographic challenges may bring additional strain to the current system.

State governments will also need support in their efforts to strengthen their primary health care systems and improve financing for health. This period of high momentum for universal health coverage in Nigeria is a vital opportunity for USAID to build national and statewide capacities. In Education, USAID's focus is on its comparative advantage of technical leadership, while seeking to redefine the Nigerian institutions' role to focus on systems strengthening and especially, teacher capacity and skills enhancement.

Accelerating the Journey to Self-Reliance: Country Roadmap Analysis. With an overall systems focus, DO2 will engage with federal, state, and community level institutions across the health and education sectors to improve overall government effectiveness, which will positively impact low scores on education quality and child health metrics of the Country Roadmap. USAID will continue to foster commitment from the federal and state governments through formalized memorandums of understanding (MoU), while expanding the use of tools such as policy dialogue, cost-sharing, and more efficient use of government systems. These approaches aim to make progress on roadmap metrics related to Open Government and Social Group Equality.

Accelerating the Journey to Self-Reliance: Core J2SR Approaches.

- **PSE:** PSE significantly contributes to four global health impact objectives: greater scale, higher efficiency, more value for money, and enhanced sustainability. USAID will leverage opportunities to work with the private sector in both health and education on issues of service provision, supply chain, and quality. Private sector resources can be leveraged to expand access to internet capabilities for distance learning as well as scaling investments by publishers to produce teaching and learning materials in local languages. The private sector also has the potential to play a pivotal role in reducing out-of-pocket expenditures for health services, making medicines more affordable, and lowering the dependency on imported drugs. Catalyzing innovative finance partnerships that unlock new and greater sources of funding will be a priority as will exploring the potential for impact investing. Engagement with in-country manufacturers will aim to localize the source of essential medicines in-country and with Nigerian suppliers for decentralized drug distribution. Evidence has shown that flexibility in access to drugs for clients improves client retention on treatment and enhances viral load suppression. USAID will also work with private sector health providers to offer treatment services to clients that prefer to access services within the private sector as opposed to the public sector. This approach is critical for USAID to

achieve epidemic control of HIV given that a significant population in Nigeria access health services via the private sector.

- *FSR*: In the education sector, USAID will partner with other development partners to maximize USAID's comparative advantage in providing educational technical assistance, while encouraging the GON to take on more of the funding burden over time. In the health sector, USAID is working with the GON to build its capacity to fund healthcare. USAID seeks to harmonize federal and state level roles with respect to health financing functions, including through designing policies that are responsive to state needs and integrating TB and HIV services in national and state health insurance schemes. This period of high momentum for universal health coverage (UHC) in Nigeria is a vital opportunity for USAID to build national and statewide capacities.
- *RDR*: USAID will assist states to budget and manage domestic and external resources for education, while focussing technical assistance on building teacher and sector capacity and raising educational quality. In health, bilateral MoUs and diverse partnership agreements between USAID and state governments will move from a focus on specific programmatic areas to broader primary health care with a lens towards health systems strengthening and increasing state government ownership and stewardship over their development. State governments have agreed to measure the effectiveness of key health and education milestones.

DO2 supports all four strategic priorities of this strategy:

- **Good Governance**: USAID will work with public institutions to strengthen public financial management (in coordination with DO3), data collection, and health systems management to ensure quality service delivery. Building government capacity and strengthening governance will be critical to success. Encouraging and catalyzing improved policies and service-delivery will help remove roadblocks to development, leverage multi-sectoral collaboration, and reinforce linkages between federal and state policies and their implementation.
- **Conflict Mitigation/Sensitivity**: Health and education activities are in many states that are intrinsically insecure. The largely community-based approach with its distinct capacities for health care delivery and social engagement is essential to meeting people's ongoing health needs, especially those of the most vulnerable. Education interventions adopt do-no-harm principles and are focused on providing safe learning environments for students.
- **Resilience**: USAID will work with institutions to strengthen their resilience and capability to sustain service delivery despite demographic pressures and unpredictable events. Education activities offer long-term psycho-social gains to enhance work being done in other sectors; while the transition to a more resilient health system, one that can absorb and respond to shocks (such as disease outbreak) and other crises while sustaining gains already made, will lay the foundation for other support.
- **Inclusion**: The primary focus of education activities will be on creating gender-equitable opportunities for girls and out-of-school children. Out-of-school girls are more vulnerable to abuse, exploitation, GBV, child marriage, and FGM/C, and safety measures will include provisions aimed at reducing school-related GBV. Health programming will emphasize reaching vulnerable and marginalized populations, including GBV prevention and response interventions. Most of this will be measured at the sub-IR level.

Alignment with Nigerian Government Priorities. Improving quality of and access to essential health and education services feature prominently in Nigeria's Economic Recovery and Growth Plan. Under IR 2.1, USAID will support the GON in strengthening its performance on key dimensions of UHC—namely, increased provision of priority primary health care services to more Nigerians via prepaid-pooled health financing mechanisms per the Second National Health Strategic Development Plan 2017-2021 (NHSDPII). The NHSDPII seeks to operationalize the legal and policy frameworks for primary health

care revitalization. The GON recognizes the need for increased numbers of health workers, which will lead to an improvement in men’s and women’s access to and use of health services. USAID will continue to promote efforts to empower women within the health workforce. As the GON prioritizes financial and medical assistance for women and girls to prevent and repair obstetric fistula, USAID will continue to expand its efforts to build community awareness and increase its focus on the integration of family planning services with maternal health care. USAID also realizes that engaging men and boys as family planning users, supportive partners and agents of change will improve health and gender outcomes. To tackle the high TB burden and one of the world's highest populations of persons living with HIV, USAID will continue to partner with national and state programs to map high risk populations and provide preventive care and treatment services for both diseases.

With respect to IR 2.2, the Buhari Administration has a 10 point plan for education. Chief among the priorities is reducing the number of out-of-school children and youth by two million annually. USAID programming addresses this priority by strengthening formal and non-formal education systems so that children have places to access education and learn fundamental skills while enrolled.

Assumptions	Risks
<ul style="list-style-type: none"> • State leaders will exhibit sufficient will and commitment to enable progress toward universal education and health coverage. • Rapidly growing population—triggered by early marriages, high birth rates and lack of family planning access—combined with the increased risks of infectious disease may pose additional pressure on existing systems, resulting in continued economic, social and public health challenges. • The Nigerian Universal Basic Education Commission will provide adequate budget support to the states in a timely manner and states will in turn release funds to local communities and schools. • Teachers will be paid regularly and on time to reflect their enhanced motivation and skills. 	<ul style="list-style-type: none"> • Prevailing insecurity, particularly in the North (which also has the poorest health and education outcomes). • Government counterpart resources could be diverted to other priorities. • Deepening of gender inequalities and GBV with devastating impacts on girls and women. • State elections could bring to power governors who are unwilling to collaborate on health and education interventions. • Lack of trust in state service providers.

Evidence Base

In addition to the overarching CDCS analyses, the strategic approach for this DO and its IRs is based on the following evidence:

(1) 2018 Demographic and Health Survey, (2) 2015 Malaria Indicator Survey, (3) 2018 National AIDS Indicator and Impact Survey, (4) 2015-2020 National TB Strategic Plan End-Term Review 2015-2020. These will be complemented by ongoing and future health facility assessments, behavioral sentinel surveys, private sector landscape analyses, end-of-activity evaluations, field-based monitoring, and periodic site visits. Disease specific modeling, epidemiological analyses, and inventory studies have also added considerable value.

IR 2.1: Improved health and disease outcomes of priority populations in targeted states

Nigeria bears 10 percent of the global burden of maternal mortality and one in eight children die before their fifth birthday. IR 2.1 seeks to improve health and disease outcomes of priority populations in targeted states in order to address the alarming health indicators and contribute to a healthier Nigeria. To reach the goal of improving health and disease outcomes, it is critical to increase the self-sufficiency and effectiveness of GON entities to manage the essential health services for their citizens. Special attention will be given to women and girls, especially in relation to efforts to combat GBV and prevent and respond to the needs of girls and women affected by child, early, and forced marriage. This will be achieved by: 1) increasing resiliency, responsiveness, and accountability of the health system; 2) increasing coverage and equitable access to essential primary health care interventions; and 3) working to increase the quality of evidence-based primary health interventions. IR 2.1 contributes to Capacity sub-dimensions and individual metrics of the J2SR. Under Capacity, it addresses the Government Capacity by strengthening Government Effectiveness. It also addresses Citizen Capacity by improving Child Health.

Links to Nigerian Government Policies: Higher standards of health—improving the availability, accessibility, affordability, and quality of health services—is one of the fundamental objectives of Nigeria’s Economic Recovery and Growth Plan. Support is aligned with the Nigeria National Strategic Health Development Plan II framework which prioritizes eight pillars of the health system, linking health service delivery with systems strengthening, in the areas of leadership and governance; health service delivery; human resources; health financing; national health management information systems; partnerships; community participation and ownership; and research.

Strategic Partners: USAID’s efforts toward achieving this IR include participation by local actors including federal, state, and local government authorities, the private sector, banks, local third-party logistics providers and women-friendly initiatives. USAID will also work with pharmacies and private health facilities to bring HIV/AIDS and TB services closer to clients as a proof of concept for client-centered approaches. USAID will continue collaboration with other development actors, including DFID, Elton John Foundation, Global Fund to Fight AIDS, TB and Malaria, World Bank, and United Nations agencies. Strategic partnerships have also been established separately with the Bill and Melinda Gates Foundation, Clinton Health Access Initiative (CHAI), Dangote Foundation, and United Nations Children’s Fund (UNICEF) in the areas of nutrition and immunization, in locations where USAID has an existing MoU with the state government. USAID supports the Every Breath Counts Coalition, a partnership launched by UNICEF to end preventable child pneumonia deaths by 2030; and continues to leverage USAID’s global investment in the Global Alliance for Vaccines and Immunization (GAVI).

IR 2.2: Improved learning outcomes in targeted states

Nigeria is home to more than 13 million out-of-school children and millions of children in school, particularly in the north, who cannot read or demonstrate basic skills. Under IR 2.2, USAID seeks to improve basic education outcomes of children in targeted states to contribute to a better educated Nigeria. This will require USAID activities to address the psycho-social needs of children as well as GBV and child marriage, which disproportionately affect young women and girls, further impeding their ability to access quality education. Marginalized children and youth who may have disabilities or be members of religious or sexual minority groups will benefit from policy and implementation of activities developed using Universal Design for learning principles that respect and take into account their specific learning needs. To reach the goal of improving education outcomes, it is critical to increase the self-sufficiency and effectiveness of the GON to manage the essential education services for their citizens. This will be achieved by: 1) increasing resiliency, responsiveness, and accountability of the basic education system; 2) increasing coverage and equitable access to essential primary education interventions; and 3) working to increase the quality of evidence-based primary education interventions. IR 2.2 contributes to Capacity sub-dimensions and individual metrics of the J2SR. It addresses Government Capacity - Government Effectiveness and Citizen Capacity - Education Quality.

Links to Nigerian Government Policies: This IR is supported by GON policies and programs, such as the National Policy on Education, the National Policy on Information and Communication Technology in Education, the National Home-Grown School Feeding Program, which aids the expansion of access to basic education. The Federal Government's N-Power program recruits young college graduates to reduce the country's acute teacher shortage. This IR also supports the National Strategic Plan to End Child Marriage in Nigeria 2016 – 2021.

Strategic Partners: USAID's efforts toward achieving this IR will include participation by many local actors, including federal and state ministries of education as well as Nigeria's Universal Basic Education Commission (UBEC) and State Universal Basic Education Boards (SUBEBs). Civil society will continue to play a crucial role in working with local communities to establish and operate non-formal learning centers in conflict-affected areas and where formal schools do not exist. Locally known and trusted community education workers are essential to convincing parents to send their children, especially girls, to learn. USAID will continue collaboration with other development actors, including development partners such as DFID, the EU, Global Affairs Canada, the Global Partnership for Education, and UNICEF on targeted education in emergencies interventions for out of school children in northeastern Nigeria. Notably, Nigeria's UBEC and the World Bank are collaborating on the \$611 million Better Education Service Delivery for All (BESDA) initiative in 17 states. USAID will tap into its comparative advantage in technical assistance to SUBEBs to enable states to access and apply the BESDA funds towards global best practices in the teaching and learning of early grade reading.

Development Objective 3: Accountable, inclusive, and responsive governance strengthened

Development Hypothesis: **If** Nigeria strengthens various avenues for preventing and mitigating conflict peacefully; **if** it enhances civic voice and accountability, as well as the credibility of elections; and **if** it increases the accountability and effectiveness of public institutions to better deliver services, **then** its citizens will be better served by a governance system that is more accountable, inclusive and responsive.

Whereas good governance is a cross-cutting priority across the entire strategy, DO3 addresses some of the core building blocks for improving democratic governance. One of Nigeria's key development

challenges is the need to strengthen accountable, inclusive and responsive governance structures that meet citizens' needs in basic service delivery. USAID/Nigeria will assist the GON at all levels to increase effectiveness in delivering services, but primarily focus at the subnational level (states and local governments). DO3 will strengthen institutional capacity and empower citizen voice and participation within those reform processes, including for under-represented populations, such as women, youth, and persons with disabilities (PWDs). DO3 recognizes that Nigeria has been experiencing diminishing democratic governance in recent years. Building on past efforts, USAID will work with election management bodies, CSOs, women's networks, and political parties to improve the credibility of elections in Nigeria in order to strengthen electoral systems and political participation ahead of the 2023 general elections. USAID will partner with community organizations, building their capacity to advocate for inclusive policies to improve service delivery outcomes. Community conflict mitigation structures will be enhanced to resolve disputes peacefully and to make more effective use of conflict early warning and early response systems. Social cohesion will also be facilitated to help communities gain a better understanding of each other. A focus on these areas is key to entrenching democratic governance in Nigeria, a political system that is only 20 years old.

Accelerating the Journey to Self-Reliance: Country Roadmap Analysis. The IRs in DO3 cut across the J2SR commitment and capacity dimensions, promoting a more open, transparent government and more effective institutions and civil society. More specifically, they help build commitment by supporting efforts to build a *Liberal Democracy*, a more *Open Government*, and enhance *Social Group Equality*. IRs also focus on increasing capacity through efforts to strengthen *Government and Civil Society and Media Effectiveness*.

Accelerating the Journey to Self-Reliance: Core J2SR Approaches.

- RDR - USAID will redefine the types of technical assistance offered to INEC by focusing more on helping INEC deliver *credible* elections, as opposed to merely holding elections. This translates to focusing assistance on, for example, ICT improvements, increased integrity of the voter registry, and simplification of the voting process for easier access by citizens.
- FSR - Work under this DO will advocate for and assist the GON to improve its public financial management (PFM) in order to increase the allocation and expenditure of its own resources for service delivery and to be held accountable for doing so. USAID will build on the existing interest in at least ten states to participate in the Open Government Partnership (OGP), bringing government and citizens together to co-create and implement reforms that promote accountability, transparency, inclusivity, and responsiveness. This will leverage the World Bank States Fiscal Transparency, Accountability and Sustainability (SIFTAS) program, which financially incentivizes states to promote greater transparency, accountability and sustainability by implementing reforms--including encouraging a social contract with citizens to advance domestic resource mobilization as an approach to PFM.
- PSE - Under DO3, USAID will pursue further opportunities with new, existing, and past private sector partners, such as Chevron-owned Partnership Initiatives in the Niger Delta and private sector foundations like Dangote and MTN. Past partnerships enabled the private sector entity to publicize themselves for potential future gain while also supporting development initiatives that fulfilled their corporate social responsibility agenda. For elections and peacebuilding work, USAID will pursue strategic partnerships with non-traditional actors and "gatekeepers" who have enormous financial/social capital, and vested interest in the success, or otherwise, of GON reforms in the social sectors.

Alignment with Nigerian Government Priorities. DO3 aligns most specifically with the GON priority of anti-corruption. One of President Buhari's key achievements is initiating a Single Treasury Account, which consolidates management of the government's cash resources. While there have been some convictions

of financial crimes, the public’s perception is that it is not enough. USAID complements this government priority by promoting greater transparency and accountability at the federal, state, and local levels.

DO3 addresses all four of the Mission’s strategic priorities:

- *Good governance:* Under DO3, USAID will continue to strengthen in tandem: provision of public services, civic voice and the capacity of CSOs to drive the implementation of inclusive policies, and improved service delivery outcomes. (Contributes to DO 1 and 2 per above)
- *Conflict Mitigation/Sensitivity:* Under DO3’s IR 3.1, USAID will strengthen structures and processes for mitigating community conflict. Under IR 3.3, USAID will enhance the credibility of elections in Nigeria to reduce election-related conflict and local grievances.
- *Resilience:* DO3 IR3.3 is focused on building capacity, including the transfer of technical skills to Nigerian entities that manage and observe elections, who can own these efforts to continue instilling democratic governance in Nigeria.
- *Inclusion:* DO3 promotes inclusion of marginalized populations, such as women, to ensure greater gender equity as well as improved quality and quantity of human resources in advancing Nigeria’s development. It aims to diversify the political base by increasing youth and women’s political participation. It will also help curb SGBV by supporting activities of targeted, local CSOs that address prevention, provide services for survivors, advocate for implementation of policies, and promote the development of needed protocols and training.

Assumptions	Risks
<ul style="list-style-type: none"> • Nigerians are able to exert their democratic rights within a system of democratic governance. • Citizens are free to organize and demand transparency, accountability and good governance. • Political will is sufficiently present at the national level and in target states to meet desired results. • Communal violence and banditry does not escalate to the point where USAID is unable to implement activities. 	<ul style="list-style-type: none"> • Gatekeepers may undermine Participation, Inclusion, Transparency and Accountability efforts, increase violence and/or jeopardize the provision of public services by dissuading constituents’ buy-in or forestalling implementation of interventions if not beneficial to gatekeeper. • Combined pressures of desertification, population growth, resource competition, criminality, poor governance and misinformation may continue to strain north/south relations. • Inadequate capacity of institutions to fund or manage emergencies. • The lack of transparency and accountability in service delivery institutions hampers USAID’s ability to achieve results.

Of these assumptions and risks, a key challenge will be mitigating the risk posed by “gatekeepers,” particularly in the transparency of political processes, USAID continues to think creatively about this in designing new activities.

Evidence Base

In addition to the overarching CDCS analyses, the strategic approach for this DO and its IRs is based on the following evidence:

(1) Engaging Communities for Peace in Nigeria (ECPN) Impact Assessment, (2) 2019 Countering Trafficking in Persons Assessment, (3) Sustainability Evaluation for USAID/Nigeria's recently-concluded Strengthening Advocacy and Civic Engagement, (4) Civil Society Organizations Sustainability Index, (5) Freedom in the World report, (6) 2019 EECSP midterm evaluation; (7) analyses completed by Nigerian civil society, (8) election survey on Nigerian democracy attitudes and electoral management bodies, (9) Endline assessment of the Leadership, Empowerment, Advocacy, and Development activity, (10) Nigerian States Budget Transparency Survey, (11) World Bank Local Governance Performance Index, and (12) 2019-2021 Nigeria Open Government Partnership Action Plan.

IR 3.1: Strengthened conflict prevention and response

Stability—in the form of safety and security—is required for Nigeria to fully realize its growth potential. It is also guaranteed in Nigeria's Constitution. However, the existing conflict prevention structures are weak, and in some cases, the GON lacks capacity and commitment to address the violent conflict that threatens democracy, ethnic, and religious harmony in Nigeria.

IR 3.1 contributes to the DO by making conflict prevention and mitigation systems, which are foundational to the country's stability, more responsive and accountable. USAID will build the capacity of selected government officials, agencies, faith-based and women's organizations, CSOs, communities, and local and traditional leaders to ensure they work collaboratively to address conflict through initiatives like interfaith dialogue and improved configuration and activation of early warning and early response (EWER) systems. Working across the interagency will be vital for achieving these goals.' USAID will work with the states to improve their EWER systems and promote better coordination of states with federal EWER structures to enhance peaceful dispute resolution, social cohesion and religious freedom. An integral part of IR 3.1 is to further strengthen the capacity of faith-based organizations to prevent and mediate conflict, and address on-going concerns with religious freedom and ethnic minorities. Given the sensitivities to religion in Nigeria, a Do No Harm approach will be critical to activity implementation to avoid exacerbating tensions. To advance the U.S. government's Women, Peace and Security agenda, USAID will empower and continue to deepen women's participation in peacebuilding and conflict prevention, prevent and respond to GBV, and ensure women and girls' inclusion and leadership in initiatives. Youth will continue to also be called upon as peacebuilders. Youth are members of current community EWER structures. They are trained to support various aspects of those structures, including early identification of conflict and subsequent peacebuilding initiatives. As noted in the Mission's Youth Assessment and Conflict Mitigation study, increasing youth employment will divert youth from potential crime and conflict actors to productive contributors to society. Improving Nigeria's ability to better prevent and respond to conflict is fundamental to sustaining USAID's development goals across all sectors as peace is necessary for sustainable growth.

Strategic Partners: Partners will include state-based peacebuilding agencies and national bodies such as the National Inter-Religious Council, National Commission for Human Rights and/or the Institute for Peace and Conflict Resolution. USAID will continue collaboration with other development actors, including

development partners, such as the EU, DfID, the World Bank, Germany Development Agency, Switzerland, and UN agencies.

IR 3.2: Enhanced civic voice and accountability

Nigeria's vibrant civil society continues to serve as an important anchor of Nigeria's democracy. IR 3.2 contributes to the DO by fostering CSO oversight of government laws and policies to ensure they are democratic and are administered in a manner that is accountable, transparent, and equitable. Recent introduction of potentially restrictive legislation, detention of journalists, and an increasingly non-permissible environment to constitutional guaranteed freedoms signal a potential closing of civic space. While a challenge, it also presents an opportunity to entrench democratic principles and citizen participation more deeply, including that of historically marginalized populations such as youth and PWDs. Youth lead or are employed by Nigeria's plethora of CSOs, several of which USAID will partner with to achieve shared objectives. Nigeria passed a Disabilities Act in 2019, akin to the Americans with Disability Act, with USAID assistance. CSOs may be supported with its implementation. USAID will also support states' passage of the Violence Against Persons (Prohibition) Act, which provides protection against offenses that disproportionately affect women. USAID will support CSOs and Business Membership Organizations (BMOs) across all of USAID/Nigeria's programmatic sectors with a basket of managerial, business strengthening, and advocacy capacity-building interventions aimed at advancing Nigerian CSOs' capability of holding the government accountable for fulfilling its mandates. USAID will enhance local CSOs to be responsible change agents in Nigeria. There is no specific policy regulating civic space in Nigeria. The newly established Ministry of Humanitarian Affairs is mandated with coordinating national and humanitarian interventions, which are often implemented by international CSOs. Successive parliaments have introduced NGO bills, but it is yet to be signed into law as the bills often duplicate existing laws and lack input from sector representatives. Some states, such as in Borno State, have enacted state legislation to regulate civic space. Nigeria's vibrant civil society continues to serve as an important anchor of Nigeria's fragile democracy. Building CSOs' capacity to enhance civic voice, including women's voices, and drive accountability, is vital to advancing democratic governance in Nigeria.

Strategic Partners: USAID's efforts toward achieving this IR will include participation by many local actors, including local CSOs (e.g. Open Society Initiative for West Africa), BMOs, Partnership Initiative in the Niger Delta, select state actors (depending on policy being driven forward), the National Assembly (NASS), Federal Ministry of Women's Affairs, and the National Agency for the Prohibition of Trafficking in Nigeria, as efforts to counter trafficking fall under this IR. USAID will continue collaboration with other development partners (mainly EU, Canada, and DFID) and their relevant implementing partners, and the Ford and MacArthur Foundations.

IR 3.3: Enhanced credibility of elections

Peaceful and credible elections are a key to inclusive development and good governance. The 2019 general and gubernatorial elections were widely perceived to have been a step backwards for Nigerian democracy, as witnessed by violence, irregularities, and voter suppression. IR 3.3 will provide technical assistance to electoral management bodies, promote civic education, increase women's participation, enhance election observation, and improve the transparency and inclusiveness of political participation. This includes supporting initiatives such as the Not-To-Young-To-Run campaign, which USAID supported under the previous CDCS. The campaign lowered the age for political participation and resulted in 22 youth being elected. Similar to the prior strategy, supporting the inclusion of PWDs throughout the election cycle will remain a priority under this DO. USAID plans to redefine the types of technical assistance offered to the Independent National Electoral Commission (INEC) and other election management bodies, focusing more on improving the capacity and commitment of INEC to

deliver *credible* elections. The framework that governs national elections is the Electoral Act of 2010, as amended. In November 2019, NASS, INEC and civil society groups started working on amendments to the 2010 Act, along with a bill to create an Electoral Offenses Commission. While these efforts demonstrate commitment by lawmakers, civil society and INEC to effect change, the momentum has been paused following the outbreak of the pandemic. Similar to ongoing efforts to increase inclusiveness by increasing women's political participation USAID may engage in subsequent political party programming to increase transparency and inclusiveness of political parties. Interagency cooperation has and continues to be vital for the success of this IR. Given that elections are one of the major ways in which Nigerians exercise their democratic rights, this IR helps build democratic governance practices in Nigeria.

Strategic Partners: Strategic partners include INEC, select State Independent Electoral Commissions, local CSOs, traditional and religious groups, state governors, NASS, State House of Assemblies (SHOAs) and Local Government Area (LGA) officials, and political parties. USAID will continue collaboration with other development partners (mainly EU and DFID) and their relevant implementing partners.

IR 3.4: Increased accountability and effectiveness of public institutions

Nigeria's federal constitutional structure is based on three tiers of government: federal, state and local. Most basic services, including education, health care and WASH, are the responsibility of state and local governments. These subnational units are confronted by a host of challenges in carrying out their mandate. IR 3.4 will mitigate the governance capacity and financial resource constraints while other USAID/Nigeria sector activities will mitigate sector capacity constraints. USAID will increase the accountability, transparency and effectiveness of target states and LGAs by: strengthening governance systems (with a focus on PFM) and procurement, as well as monitoring and evaluation) related to the delivery of services in key sectors (basic education, primary health care, and WASH); increasing government responsiveness to citizen needs and priorities; and improving government accountability regarding the effectiveness of subnational institutions to address gender issues. President Buhari's major campaign agenda both during the 2015 and 2019 elections was hinged on the "war against corruption," targeted at improving accountability and effectiveness of public institutions. Recent policies such as the Open Treasury Policy, Bank Verification Number (which tracks citizens' financial assets in banks), and the Open Government Partnership (OGP) foster this agenda. However, coordination and effective implementation remain key challenges. USAID will promote democratic governance by working with states that have adopted OGP as an approach to enhancing joint citizen-government oversight of actions plans detailing concrete reforms. There is political will at the federal level, but states each have to adopt these policies for them to gain significant traction. IR 3.4 will leverage development partner activities such as the World Bank's SIFTAS program to move these commitments forward. This IR addresses the institutional weakness of Nigeria's governance structure to effectively deliver services--a widespread grievance.

Strategic Partners: Other strategic partners include targeted state governors, SHOAs, select LGAs, the Open Government Partnership (OGP) Secretariat housed in the Ministry of Budget and Planning, Nigeria Governors Forum, and State Ministries of Budget and Planning / State Planning Commissions. USAID will continue to collaborate with local CSOs and their coalitions, as well as DFID, the other major development partner working on PFM.

Special Objective: Greater stability and early recovery advanced in selected states

Development Hypothesis: If the stability and resilience of targeted communities, especially those most affected by the protracted conflicts in Northeastern (NE) Nigeria, are strengthened; and if there is improved access to basic services and economic opportunity, **then** communities and their governments will be better able to advance recovery and longer-term development in those states.

Conflict and instability undermine the peace and prosperity of Africa's largest democracy and threaten Nigeria's journey toward self-reliance. This is exacerbated by the terrorist insurgencies in the country's NE, which comprises about one-third of the country's territory and over 20 percent of its population. With much of the infrastructure degraded and basic services halted, a severe humanitarian crisis has emerged, with 7.9 million people in need of life-saving assistance. This SpO focuses on the growing and potentially spreading challenge of violence, instability and humanitarian crisis in targeted states. It directly supports the CDCS goal, but is also critical to achieving the other development objectives of good governance, inclusive economic growth, and a healthy and educated population. The work conducted under this SpO will support the GON in its efforts to address the underlying drivers that contribute to insecurity. The SpO approach recognizes how conflicts impact women and girls differently and underscores the important role women play in fostering greater community stability and resilience. To help advance Nigeria along its journey to self-reliance, the GON -- at the local, state, and national levels -- will need to commit adequate human and financial resources to ensure security, rebuild basic public infrastructure and services, and reinstitute a market-based economy in the areas most devastated by the insurgencies. Likewise, the geographic areas in the region that have been less directly impacted by these conflicts need renewed government commitment to maintain and deepen their communities' belief in the democratic process by providing key public services, including security, health, education, and economic opportunity. A broad representation of communities themselves will also play a critical role in their own self-determination and self-stability. Other DOs and this SpO will not be fully achieved if the instability and insecurity in the NE is not adequately addressed. Achieving stability in these states will be fundamental to the overall development of Nigeria and is interdependent on GON and development partner community efforts to enhance public infrastructure and provide public security. For the purposes of this SO, selected states defined as the NE are Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe.

Accelerating the Journey to Self-Reliance: Country Roadmap Analysis. To help advance Nigeria along its journey to self-reliance, the GON, at all levels, will need to commit adequate human and financial resources to rebuild basic public infrastructure and services, and reinstitute a market-based economy in the areas most impacted by the insurgencies. As noted in the Country Roadmap, the GON lacks capacity in providing safety and security, a critical piece of establishing stability and fostering opportunities for development impact. Stabilization in conflict-affected states is the first step towards Nigeria's self-reliance.

Accelerating the Journey to Self-Reliance: Core J2SR Approaches.

- **PSE** - Given limited public resources and reach into the region, the SpO will pursue opportunities to leverage the critical role markets and private sector actors play in the Northeast. It will also build on current engagement and explore new opportunities in service delivery and economic resilience building, in addition to government actions.
- **RDR** - USAID will continue to work toward redefining its partnership with the Federal and State ministries to focus primarily on basic service delivery and security as parts of the transition from humanitarian assistance towards early recovery in the NE. Policy reforms are a critical component of other development partners' support to the GON (including registration and importation rules

that impede humanitarian and development partners' work) as they support the region's move towards longer-term development goals.

This SpO addresses all four of the Mission's strategic priorities:

- *Good governance*: Restoring good governance and basic service delivery will contribute to regional stability.
- *Conflict mitigation and sensitivity*: Mitigating conflict will create space for greater stability. The SpO includes approaches directed at mitigating conflict, including advancing women's participation and leadership in conflict mitigation and peacebuilding. It also includes gender- and conflict-sensitive approaches, including the application of Do No Harm principles and targeted actions to prevent and respond to GBV in this unique operating environment.
- *Resilience*: Communities and local economies will be built back instilling greater resilience. Communities themselves will play a critical role in their own self-determination and self-stability. Stabilization in conflict-affected states is the first step towards Nigeria's self-reliance. Programming in these states, therefore, will focus on supporting and building communities' innate resilience.
- *Inclusion*: Equitable treatment of all citizens will be an underlying requirement for stability across the country and in particular in conflict-affected states, and inclusion will be a central element of all work under the SpO. This includes recognizing the importance of women's roles in fomenting stability, resilience, and early recovery actions. The SpO will promote women and youth leadership in building community resilience and enhancing their roles in local peacebuilding approaches. The SpO will also carry out activities aimed at removing or reducing employment barriers. In particular, women will benefit from skills training in agricultural value chains, as entrepreneurs, and in other local trades.

Alignment with Nigerian Government Priorities. To achieve this objective and to advance along the journey to self-reliance the GON must embrace the spirit of the "Buhari Plan - Rebuilding the Northeast" launched in June 2016 and move in unison into action. USAID and other development partner partners support the Plan and assist in moving the NE along the stabilization-humanitarian- development nexus. All actors - private sector, security forces, development partner partners, impacted communities, State and local governments - are key protagonists in advancing towards this goal. Other GON policies and priorities include the North East Development Commission Act (2017), Borno State Agency for the Coordination of Sustainable Development and Humanitarian Response Law (2019), National Action Plan for Women, Peace, and Security, and other sectoral links outlined in DOs 1 to 3.

Local Actors and other development actors. USAID recognizes that bilateral interventions alone will not achieve this Objective. The Mission will depend on the humanitarian assistance community, including other USAID operating units, to continue to provide required life-saving assistance in an equitable and efficient fashion. Other development partners will be key contributors to certain aspects of stability and early recovery, with USAID's approach depending on the close collaboration and cooperation with other bilateral development partners and multilaterals, such as the United Nations Humanitarian Coordinator, World Bank, EU, and UN Stability Fund, who are actively assisting NE states. Augmenting and leveraging one another's activities will be essential to achieving peace and stability in the NE. USAID will continue to work hand-in-glove with the diplomatic and defense elements of the US Mission. Most importantly, USAID will depend on the GON and its security forces to provide reasonable public security and access to population centers. Further, there are international dynamics with Nigeria's neighbors that will influence stability and recovery in the NE.

The operating environment in the SpO target states is dramatically different from the rest of the country, requiring USAID to use assumptions and risks that reflect an earlier stage of the humanitarian assistance-transition-development spectrum.

Assumptions	Risks
<ul style="list-style-type: none"> • Security will continue to be volatile. • Conflict will be protracted. • Nigeria will maintain strong ties with neighbors to address NE insurgencies. • Political stability in the sense that there will be policy consistency. 	<ul style="list-style-type: none"> • Security situation widens or deteriorates to an untenable point. • Government does not provide the resources necessary for stabilization and early recovery. • Dynamics of conflict economy undermine progress. • Development partner fatigue. • Citizens reluctant to return and rebuild.

Evidence Base
<p>In addition to the overarching CDCS analyses, the strategic approach for this SpO and its IRs is based on the following evidence:</p>
<p>(1) USAID’s Global Food Security Strategy for Nigeria, (2) the Humanitarian Response Plan, (3) various NGO assessments, (4) FEWS NET Outlooks, (5) the Food and Agriculture Organization’s Cadre Harmonisé, (6) World Bank Studies, (7) 2018 Nigeria Demographic Health Survey, (8) the National Education Data Survey, (9) USAID Office of Transition Initiative reports, and (10) the U.S. Embassy’s Integrated Country Strategy and its Stabilization Annex.</p>

IR 4.1: Humanitarian assistance provided equitably and efficiently

This SpO cannot be achieved by USAID or USG involvement without the GON. The humanitarian situation requires a unified international response in line with the GON’s Buhari Plan for recovery in the NE. The size of the humanitarian needs and the regional nature of the insurgencies that drive the humanitarian situation dictate an international effort to address the situation. USAID is the key leader in this humanitarian response - both in absolute dollar terms and in shaping the response. This leadership molds the commitment of the rest of the international community and buttresses the GON’s approach in line with the Buhari plan. The SpO cannot be achieved without an active humanitarian response in those parts of the NE that require such assistance. Humanitarian assistance resources and actions fall outside the purview of the USAID/Nigeria bilateral mandate and therefore are included as a key intermediate result within the SpO but noted to be outside of the Mission’s direct management. The Mission will coordinate bilateral programming with USAID’s Humanitarian Assistance, monitor progress on this IR and its impact on the achievement of the SpO, and participate in diplomatic and policy dialogue in support of this IR.

Strategic Partners: USAID’s efforts toward achieving this IR will include participation by many local actors, including the Ministry of Humanitarian Affairs, Disaster Management and Social Development, state governments, local government authorities, CSOs, and Nigerian security forces. USAID will continue collaboration with other development actors, including development partners such as the EU, British High Commission and DfID, Germany, Canada, and UN agencies.

IR 4.2: Public provision of basic services re-established and strengthened

The situation in the NE is not homogeneous. The degree to which the insurgencies impact communities in the NE varies greatly from localities totally under the control of insurgent groups and inaccessible to the GON and others, to places that have seen minimal deviation from their normal day-to-day lives. One of the driving factors of the insurgencies has been the lack of basic public service delivery and governance. This IR will include a range of actions from strengthening existing public institutions and public services to helping to re-create such public governance from scratch. Particular attention will be paid to how access to basic services impacts women and girls, including access to GBV services. This IR relates to activities and approaches outlined in DOs 1 to 3 described earlier, in particular focusing on basic health, education, and WASH services to NE communities. As the region moves along the continuum from humanitarian assistance to early recovery and eventually towards longer-term development in line with the other DO goals, the provision of basic public services will underpin that transition. IR 4.2 contributes to Commitment and Capacity sub-dimensions and individual metrics of the J2SR. Under Commitment, it addresses Open Government and Social Group Equality. Under Capacity, it addresses Government Effectiveness, Education quality, and Child Health.

Strategic Partners: USAID's efforts toward achieving this IR will include participation by many local actors, including state governments, local government authorities, civil society, and Nigerian security forces. USAID will continue collaboration with other development actors, including development partners such as the EU, DfID, the World Bank, UN agencies, and Canada.

IR 4.3: Economic resilience deepened

Just as public services provision is fundamental to re-build and deepen governance in the NE the role of the private sector will be the engine that moves the region forward. The vast majority of the economic activity in the NE is agricultural and will link in directly with the Mission's DOI and Feed the Future strategy, including its focus on empowering women and youth. Therefore improved incomes, food security, and nutrition, increased access to energy, and improved water resource management and services will be needed to increase resilience among communities in the NE. This approach will promote more equitable access for women to economic opportunities, strengthening their resilience and providing greater leadership platforms. USAID will also explore increasing private sector involvement in public service delivery. IR 4.3 contributes to Commitment and Capacity sub-dimensions and individual metrics of the J2SR. Under Commitment, it addresses Social Group Equality, Economic Gender Gap, Business Environment. Under Capacity, it addresses Government Effectiveness and GDP per capita.

Strategic Partners: USAID's efforts toward achieving this IR will include many local actors, including state governments, local government authorities, the private sector, and Nigerian security forces. USAID will continue collaboration with other development actors, including development partners such as the EU, DfID, UN agencies, Germany, and Canada.

IR 4.4: Community stabilization enhanced

For economic resilience to be increased and public service delivery to be re-established and deepened, communities themselves must be stable and have the ability to address underlying issues of community tension or disunion to stunt the attraction of non-democratic solutions to their problems. This includes countering violent extremism (CVE), developing peace building cadres within the communities, strengthening gender equality and reducing GBV, expanding religious and ethnic tolerance, and strengthening community cohesion efforts. Women will be at the forefront of many of these efforts. Security must also be provided and maintained and it is recognized that the GON must fulfill its public role in providing a secure environment to these communities. IR 4.4 contributes to Commitment and

Capacity sub-dimensions and individual metrics of the J2SR. Under Commitment, it addresses Social Group Equality. Under Capacity, it addresses Civil Society and Media Effectiveness.

Strategic Partners: USAID's efforts toward achieving this IR will include participation by many local actors, including state governments, local government authorities, CSOs, religious and ethnic leaders, and Nigerian security forces. USAID will continue collaboration with other development actors, including development partners such as the EU, British High Commission and DfID, Germany, and International Organization for Migration.

V. MONITORING, EVALUATION, AND LEARNING

The Mission will employ a three-tiered approach to Monitoring, Evaluation, and Learning (MEL) at the strategy level. First, limited monitoring by Mission staff will be supplemented by third-party monitoring because of extensive restrictions on official travel due to various security issues across the country. To varying degrees, a non-permissive operating environment is likely to persist in Nigeria's different geographic zones for the foreseeable future.

Second, normal annual strategy level portfolio reviews will continue, looking at context issues, risks and assumptions, causal linkages, and progress on approaches that advance the Mission's strategic priorities. These will allow Mission management to focus on whether the premise of the various elements of the CDCS still hold and assess whether pivots in the CDCS and/or adjustments in programmatic approaches are warranted. This will be especially important because conditions in Nigeria are expected to remain fluid. COVID-19 may impact the country for the next two years or more, requiring assessments as to whether pivots are necessary. In addition, the economy of Nigeria is highly sensitive to fluctuations in the price of oil and remittances, which also need to be reassessed periodically to assess impacts on Nigeria's Journey to Self-Reliance. An in-depth midcourse stock-taking exercise should occur at the end of the second year of this CDCS to assess progress on the SpO, allow time to adapt the approach, or rethink the development hypothesis if expected gains are not being achieved.

Third, a robust Collaborating, Learning, and Adapting (CLA) Agenda will help increase learning and synergies between DOs, between implementing partners, and with Nigerian stakeholders. Learning events may focus on Journey to Self-Reliance factors, such as: (1) Redefining the Relationship - helping DO teams learn from the challenges and achievements of other DO teams in getting the government to assume greater responsibility for its own development; (2) New Partnership Initiative (NPI) - helping teams to quickly recognize how new partners are mitigating difficulties while implementing activities or managing organizational issues, and learning approaches for dealing with NPI challenges from each other; (3) geographic-focused learning sessions to see if collective, concentrated efforts in a particular state are achieving the desired results, and if not, why not; (4) exploring ways technology can boost USAID's development outcomes; (5) looking at ways to improve social, political, and economic inclusion for women and other marginalized groups across all DOs, including reducing GBV, expanding the role of women in advancing peace and security, expanding women's leadership, improving gender equitability of services, and reducing the economic gender gap and; (6) learning how to maximize social and behavioral change efforts across DOs. CLA events may also bring together think tanks, host-government officials, private sector, universities, and civil society organizations to increase commitment to the Journey to Self-Reliance, emphasize benefits of the U.S. model for development, and identify additional new development partners.

Also, as part of monitoring and learning efforts, deeper analyses will track improvements in Nigeria's progress toward self-reliance, including indicators that measure the GON's commitment and capacity to assume a greater role in its own development. Monitoring will also include a specific examination

of COVID-19 and the resulting economic downturn, which threaten to significantly set the country back developmentally and impact USAID's ability to promote RDR and FSR. In its Performance Management Plan, the Mission will identify appropriate custom and standard indicators to measure progress toward achieving the strategy's DOs and SpO, as well as all four strategic priorities outlined herein. External evaluations, such as exploring how Nigerian private sector could more fully collaborate with the government and civil society actors to boost economic growth, and assessing how the Mission could most effectively foster greater commitment from the government, will help improve development outcomes. Individual DO teams will conduct evaluations, assessments, or learning events for particular aspects of this CDCS, such as factors that most influence community resilience or stabilization. Rapid-feedback assessments will also be key to ensuring that new partners are on track to improve development outcomes.

VIII. ANNEX

ANNEX I: JOURNEY TO SELF-RELIANCE NIGERIA COUNTRY ROADMAP FY 2020

